

Lourdes Senior Community Boards



Tuesday, August 27, 2024
 1:30 – 4:30 p.m.
 Lunch Served at 1:00 p.m.
 In-person Meeting held at
 LRHC – Main Chapel

If joining by telephone only:
 Dial: 646-558-8656
 Meeting ID: 832 4271 6801
 Passcode: 630848

Click for Zoom meeting (with video and audio):

<https://us02web.zoom.us/j/83242716801?pwd=QSVPCa3nAk9Vaa0Vaej9NTXxz7ldh.1>

Agenda

Time	Subject	Presenter	Action/ Disposition	Supporting Document	Page
1:00	I. Lunch				
1:30	II. Welcome	Brian Condit	Welcome		
1:35	III. Prayer	Leadership	Pray	Prayer	3
1:40	IV. Retreat Follow Up A. Dominican Charism B. Strategic Imperatives C. IL Expansion D. Angela Hospice E. Property Tax Update	Rich Acho	Updates		
2:00	V. Marketing and Development Plans	Wendy Mosella	Update	Plans	4-10
2:15	VI. Management Reports A. Human Resources B. Lourdes Rehabilitation and Healthcare Center (LRHC) C. Finance and Information Technology D. Marketing/Communications/ Development E. Clausen Manor F. Fox Manor G. Mendelson Home H. Plant Operations	Rebecca Latta Maureen McGee David Krolikowski Wendy Mosella Cori Sharrard Robin McClintock Robin McClintock Jason Mize	Information	Report Report Report Report Report Report Report	11-14 15-16 17-18 19 20-21 22-23 24-25 26
2:40	VII. Farewell to Brian Condit and Dr. Henrietta Juras	Rich Acho	Share Gratitude		
2:50	VIII. Break				

Lourdes Senior Community Boards



Time	Subject	Presenter	Action/ Disposition	Supporting Document	
EXECUTIVE SESSION					
3:00	IX. Dominican Sisters of Peace	Sr. Janice Bachman, OP	Discussion		
3:15	X. Report of the Chair	Brian Condit	Discussion		
3:30	XI. Report of the President/ Chief Executive Officer	Rich Acho	Discussion	Report	27-32
3:45	XII. Committee Reports A. Audit and Compliance B. Finance C. Human Resources D. Philanthropy E. Governance and Nominating 1. John Noone as Chair, Peggy Holden as Secretary/Treasurer 2. Dr. James Boal 3. Committee Member Nuturing F. Quality Resident Care G. Continuing Support Fund	Sr. Peggy Martin, OP John Noone Erin Asdell Brian Condit Brian Condit Linda Gifford Rich Acho	Information Information Approve Recommend Discussion	Report Dr. Boal resume	33-34 35-37
4:15	XIII. Consent Agenda: A. Approval of February 6, 2024 and April 23, 2024, Meeting Minutes B. FY 2023 Annual Report to the Dominican Sisters of Peace C. 2025 Board Meeting Dates D. Policy E. Testimonials F. Educational Article	All	Approve Information Information Approve Information Information	Minutes Report Dates Testing for COVID and Flu Testimonials "The Role of Board Members in Fundraising..." <i>Catholic Funding Guide, Dec 2021</i>	38-43 44-48 49-69 70 71 72-74 75-78
4:30	Adjournment				

Lourdes Senior Community Mission Statement

Lourdes Senior Community, inspired by the gospel of Jesus and sponsored by the Dominican Sister of Peace, provides a broad continuum of care for older adults and their families. All who minister at Lourdes honor the uniqueness of each person with compassion, love, respect and dignity.

*You are hereby notified that the meeting will be recorded.
You will be deemed to consent to the recording of the meeting by your participation.*

Meeting of the Board
Lourdes Senior Community
27 August 2024

OPENING PRAYER

Loving God, we gather today in gratitude for the gift of Lourdes Senior Community. We thank you for the residents, the staff, the volunteers, the Board of Directors, and all who form this cherished family. May your presence be felt here, bringing comfort, joy, and peace.

For the residents, who have given so much of their lives to others, we ask for your grace. May their days be filled with love, kindness, and the knowledge that they are deeply valued and cherished.

For the caregivers and staff, who offer their time and energy to support those in need, we ask for your strength. Give them patience, compassion, and the ability to see your face in those they serve.

For the families of our residents, who entrust their loved ones to the care of this community, we pray for peace of mind and heart. Surround them with the comfort of knowing their family members are loved and well cared for.

Lord, bless this place with your light and love. May it continue to be a beacon of hope, comfort, and dignity for all who call it home.

We lift up those who may be experiencing loneliness, illness, or sorrow. Surround them with your healing presence and remind them that they are never alone.

Guide our hearts to be open to one another, to listen, to share, and to build deeper connections that bring life and love to all within this community.

Help us to live with gratitude each day, recognizing the gift of one another, and the beauty of every moment we share.

God of love, we thank you for the gift of Lourdes Senior Community. May your grace continue to sustain this organization, filling it with joy, peace, and the strength of your presence. Amen

Wendy Mosella – Development and Marketing
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
August 2024

Marketing Plan 2023 – UPDATES 2024

- Mailed 6,000 postcards locally based on zip code, age, and financial demographics.
- We have changed marketing companies to Marketing Qubed which will move our online presence and interactions to the next level. This will allow us to be more strategic in our activities such as SEO keywords and a quicker response time to updates as needed on the website. The previous redo of the website took just over one year, which was a mix of slow response on both ends and repeated corrections. The new company will also allow us to work quicker in response to reviews online and allow potential reviewers easier access to share their success stories at Lourdes.
UPDATE: This is going well; the website numbers are showing improved results.
- We completed a commercial last summer that we are in the process of shopping around for pricing to air locally on television. The decision will be based on price and our choice of target demographic. The current commercial is also on our website as well as our new YouTube channel. We are posting daily on Facebook promotions for rooms, in addition to our usual storylines and scripture.
- We distribute on average 2,500 -3,000 copies of the Continuum newsletter three times a year. This goes to donors, former patients, and resident families. The count will vary depending on giving history and or interest. They are also distributed to all campus buildings. New this upcoming year the first issue of 2024 will include an annual report for the first time once numbers are completed for the fiscal year.
UPDATE: This will be cut to two printed copies per year which will also be available in a digital version.
- We have revamped our marketing brochures to make them more appealing. We have created four distinct facility-specific brochures that we can use at various events and other entities.
UPDATE: When the current supply runs low, we will be merging them all into one book to eliminate repetition and market our continuum of care focus for a streamlined distribution process while also emphasizing our wide variety of offerings.
- E-marketing is currently used to only send email blasts of information. As we move forward, we would like to make them more interactive with videos and a donation link. Moving forward we will be able to target demographics more easily. The largest piece of e-marketing to tackle is the lack of email addresses. We need to find a way to ensure we gather that information on paperwork, raffle entries, events, or any other community activities we participate in.
UPDATE: We are still working to find new ways to continuously collect more emails from our support base.

- The new Lourdes promotional book has been completed and paid for by the advertisements within it. It offers a great look at the entire campus and options that are available for future residents on campus. We have received great feedback on the publication.
- We are currently expanding our presence on social media. While we have the average number of followers on Facebook for an organization of our size the goal is to increase followers. This is currently a process underway but utilizing daily posts, planned content, and stories. This also allows us to share any news that is immediate or timely for holidays. The process has allowed us to pre-plan and automate the postings to free up the daily posting and brainstorming of ideas. Instagram has recently been added for Lourdes, so we are in the process of trying to gain followers there as a new entity. We have begun to use YouTube for videos and clips that can be referenced by marketing staff visiting with prospective patients and residents. Allowing them to see exactly what we have to offer in an unmatched environment.
- This year we have taken a close look at where we spend our marketing budget within the community. We have adjusted the ads we place in parishes to reflect the areas locally that people come to us from. We have also focused on the community events we participate in to allow us to maximize our budget to sponsor events with potential future residents where we utilize marketing materials, promo items, and opportunities to speak to the group. We have expanded more classes of Matter of Balance within the community to help those who want to stay in their homes currently do so safely and let them know of the options we offer when the time comes that they need assistance or a new community.
UPDATE: We have discontinued LPI advertisements from the majority of the ones we used, the pricing and ad sizes just weren't a good return on our budget. However, we have kept Our Lady of the Lakes and St. Daniels as they are in our neighboring community where we do see referrals and support. The Matter of Balance classes are going to be held here on campus going forward. Staff has/is being trained to be able to facilitate this for our residents.
- We have created Google Business Review cards to be distributed to our "happy" residents. This will allow us to improve our Google ratings and eventually lead to better SEO.
- Have applied for and received a Life Plan Community license as of 6/9/2023. This allows us to sell the entrance fee model and offer residents that guarantee to move through the continuum should their care levels change. While there are upfront costs, we believe having that piece of mind of a continued home, could put some family members at ease.
- Wendy and/or Elisha will continue to be present at local events and local communities to continue to promote Lourdes. They will visit cities that are in relative proximity to Lourdes as most individuals move within 10 miles of their current home.
Update: We have removed the marked cities below from our event roster as we have not received any potential residents or activity from those areas after a few years of participation in their local events. We have added the West Bloomfield Henry Ford Hospital event going forward as it does a great job of attracting attendees who are serious candidates for planning

their retirement and healthcare. We are also looking to join the Waterford Chamber of Commerce.

- Waterford
- Clarkston
- ~~Rochester Hills~~
- ~~Bloomfield Hills~~
- Auburn Hills

Promotional items currently include pens, sticky notes, credit card magnifiers, a keychain mini flashlight with a whistle (in case a fall were to occur it can be used to get help), and special giveaway baskets at large events tailored to the group.

Communications

We have launched a revised website design. We will continue to upgrade analytics as we move forward with SEO utilization to increase our presence in search results. Social media with Facebook has been consistently increasing followers with interactive posts. Reels (short videos) are a great way to engage new followers. For example, the most recent one created with the employee appreciation lunch and dunk tank garnered 42 new followers in just a few days.

We will continue to increase and ask for Google reviews from those in our care as well as being able to respond to reviews in a timely manner now that we have completed who has access to the account.

Our goal moving forward is to complete a transfer of emails from our constant contact system to our fundraising software. They are maintained separately and are not always included in the donor base. This will allow us to manage and have better insight into those who interact with us and convert them into donors. Allowing us to expand on our online giving, as currently, it does not get much utilization.

Update: This step has been completed and we are now able to utilize our full database through constant contact easily, for those emails we do have.

Advertising

We have proactively participated in local area events and publications where we are more likely to reach those who are in the area or nearby and with the means to private pay or utilize our services. Internally we are working to reach out to more rehab patients who may need to move to assisted living or memory care. While working between different departments it has presented some challenges, but we are working to have everyone on the same page and understand the need to refer from within to our other facilities. We have taken steps to efficiently screen current

patients in rehab who could move to another campus location for those who are not returning to their homes.

Update: The development and marketing department is no longer involved in this part of our admissions process.

We continue to reach out to hospitals and community centers to promote our facilities and services. New individual brochures were created for each option we offer so they can receive specific materials that would best suit their needs. We have begun to have more beneficial relationships with local senior centers to reach out to those who will be eligible to reside with us in the future. For example, we completed a lunch and learn tour for the Bloomfield Hills Senior Center this summer. They brought a tour group for lunch, viewing the campus and residence options so that when the time comes, they are familiar with the process and what may be the best fit for them to remain close to their friends and family nearby. That event went so well we have scheduled another for this October.

Wendy Mosella – Development and Marketing
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
August 2024

2023 Development Plan- UPDATES IN 2024

Overview

Lourdes Senior Community fundraising is planned to make a large effort to increase fundraising income this year. The focus will be on grants that are currently underutilized, a direct mail increase, and major gifts to underwrite budget items such as music therapy or other enrichment activities. The current staff is incredibly dedicated, and they have been able to continue to deliver consistent and great work. They are open to new ideas and have an enthusiasm to take Lourdes to the next level. Together we have been able to brainstorm new ways to reach constituents with increases in communication and interactive stories.

Direct Mail

The direct mail program now consists of three Continuum newsletters with an envelope option for constituents' return, a lapsed donor appeal, and one year-end appeal.

We have updated the donor base with NCOA software resulting in 1,400 address updates and 168 deceased donors. The next step is merging duplicate records and removing “junk” accounts that have incomplete records and were never active without any interaction history.

A lapsed donor appeal was mailed in July. Lapsed was defined as not having donated in the last 3 years. This equaled 560 prospects. As of this report, we have received 10 responses totaling \$3,875.00 with an average gift of \$387.50. While the reply rate is lower than hoped the average gift size exceeds expectations. However, we were able to clean and update addresses from returned mail.

The Year End appeal will continue as in the past with a drop date in November before Thanksgiving. The mailing will be personalized as opposed to a general letter as that traditionally will yield results and a higher percentage.

UPDATE: We will continue with two issues of the Continuum going forward, with a digital copy available online. There will be no lapsed donor appeal in 2024 as this does not need to be done each year. (This does not count one-year lapsed donors LYBUNT, we will just not go back 5 years for those with no activity.) We will add an All Souls Day appeal this fall to encourage more interaction with donors and prospects.

Grants

We are expanding our grant program to include new potential funding sources. The first new grant we applied for was The Mary Thompson Fund which successfully funded \$7,500 towards the Tovertfel at Clausen Manor. We plan to apply at least three other new sources this fall while also re-engaging previous grant funds as well. We have a pending submission at the Catholic Foundation of Michigan, the proposal is in support of our volunteer program.

UPDATE: See the spreadsheet for grant tracking included in this section of the board reports.

Events

The golf outing will continue next June with a focus on increasing golf participants and sponsorships. It has a successful history and there is no need to alter this event concept. We will proceed in June 2024 at The Fountains after a great experience there this year. The new location closer to our campus will help us create local business sponsorships and relationships. The proximity also allows us to have our residents attend the dinner without a long travel distance.

A large-scale raffle will be held this fall. Tickets will be \$50 per ticket with a maximum prize of \$25,000 if 1,000 tickets are sold, if the number of tickets is less it will revert to a 50/50 prize.

UPDATE: The 2025 golf outing will continue next year at The Fountains in Clarkston. The date is reserved for June 12. August 2024 will bring the return of the Legacy event, with the event being held on campus honoring all of the people who have made Lourdes what it is today as we will celebrate in 2025 with a 60th-anniversary event. We are planning to hold an “Open House” style event this fall to invite the community and our supporters to come see all of the amazing updates and options on our continuum of care campus. We are preparing to hold another cash raffle this fall as well. Last year the winner donated back all of their proceeds.

Planned Giving

We have begun to re-introduce information about estate planning and planned gifts in the Continuum newsletters and online. The information will be about ways to give through your estate planning such as percentages or specific amounts you can leave for your favorite charities. Going forward we would like to keep some articles on the website for planned giving options.

Mailings will also include a way for donors to indicate if they have included Lourdes in their estate planning. Most non-profits have a group that they then can belong to be invited to special events such as a special update with the CEO or activities of that nature, but not everyone is eligible. This encourages those who have thought to indicate their future plans to let us know and can create a stronger relationship with the donors feeling included and remembered.

UPDATE: Currently drafting an update for the giving section of the website to offer different options for planned giving and how they can make a gift.

Major Gifts

While we have many generous family foundations, we need to create more giving opportunities for gifts of this nature. For example, the completed renovation of the Mendelson hair salon is a donor-funded project close to their hearts. A list of known opportunities has been created in presentation form so that we are always prepared when gifts or conversations arise. Connecting donors to projects that are meaningful or personal

to them is the key. You need to find the right donor for the right projects, at times you have to let the donor lead you to what they are interested in to maximize the giving opportunity.

For the year we would like to close at least 2 more special projects if donors are located. For such projects as a movie theatre in either building.

UPDATE: The family of a Fox Manor resident has/is funding a gazebo for the residents in honor of their family member. Once placement for the independent living condos is confirmed the project will be completed so that it does not need to be moved or adjusted after installation.

Rebecca Latta, Director – Human Resources
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
August 2024

New Michigan Laws

Two new laws will come into effect in the next six months. The first will be **The Wage Act**. The Act will be an increase in the minimum wage. It is a gradual increase in the minimum wage beginning November 1, 2024, and going through February 21, 2029. All of Lourdes employees earn more than Minimum Wage and this will not be a factor in our wages.

The second act is the **Earned Sick Time Act**. This Act will have a great effect on our time off. The Act states that all employees (part-time, full-time, contingent, seasonal, temporary) will accrue time off. The accrual is one hour of paid time off for every 30 hours worked, up to 72 hours annually. The effective date is February 2025. Currently, our part-time employees do not earn time off.

Work Force

As previously stated, we are part of an ongoing program through We Care Connect and Leading Age Michigan. This partnership was effective beginning December 4, 2023, and is part of a grant through the State of Michigan. Our employees have been sent surveys when they start, ongoing every six months, and when they resign/terminate. The program began with our Rehab and Healthcare employees but now includes all employees.

We recently received feedback regarding our overall findings from the surveys. This is just for the Rehab and Healthcare facility in the last 9 months.

Lourdes Rehab and Healthcare scored in the highest group with an overall turnover rate of 28% compared to the statewide average of 55%. Other scores are as follows:

Overall – 4/5
Staffing – 4/5
Quality Measure – 5/5

A sample of the questions asked in the survey:

Is your job what you expected it to be?
Do you understand your job duties and what is expected of you?
On a scale of 1-5, with 5 being the best, how satisfied are you with your current job?
How well does your current job meet your expectations?
How close is your current job to your ideal one?
Do you feel safe in your work environment?
Do you know how your job performance is being measured?
Is your performance measured primarily based on what you do on a daily basis?
At this time, do you need anything to be better at your job?
In the last year, have you had opportunities to learn and grow?

Union Negotiations

We started negotiations in April. We have had six meetings. They asked for many changes including free health care insurance (currently pay 15% of premium), two new holidays (MLK and Juneteenth), and part-time employees to receive days off (currently part-time employees hired after Oct 1, 2015, do not get paid for time off, but earn an extra \$1.00 per hour). At the last meeting on August 8, 2024, we did settle on a plan that was taken to vote on Friday, August 14, 2024. The union ratified the new contract with 21 yes and 0 no.

Requested Action: For Your Information

Rebecca Latta, Director - Human Resources
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
August 2024

STAFFING:			
CLAUSEN MANOR	2022	2023	2024
HIRES	10	14	19
TERMINATIONS	18	19	19
TURNOVER RATE	86%	86%	76%
FTE'S*	15.3	15.6	17.1

FOX MANOR	2022	2023	2024
HIRES	12	8	5
TERMINATIONS	11	9	2
TURNOVER RATE	57%	45%	8%
FTE'S*	9.2	9.7	10.1

LOURDES REHABILITATION AND HEALTHCARE CENTER	2022	2023	2024
HIRES	31	30	25
TERMINATIONS	50	30	25
TURNOVER RATE	51%	32%	26%
FTE'S*	73.0	70.0	70.0

MENDELSON	2022	2023	2024
HIRES	36	30	17
TERMINATIONS	45	34	26
TURNOVER RATE	71%	54%	44%
FTE'S*	47.0	47.8	44.0

CAMPUS (average/facility)	2022	2023	2024
HIRES	22.3	21	17
TERMINATIONS	31	23	18
TURNOVER RATE	66%	54%	39%

* FTE's are based on actual employee count.

Requested Action: For Your Information

Rebecca Latta, Director - Human Resources
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
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Breakdown of Terminations

CLAUSEN MANOR	2022	2023	2024
Resident Assistants	15	19	15
Housekeeper	0	0	2
Activities Assistant	3	0	2
Total	18	19	19

FOX MANOR	2022	2023	2024
Housekeeping	5	2	1
Dietary Aides	5	5	0
Massage Therapist	0	2	0
Administration	1 (retire)	0	1
Total	11	9	2

LOURDES REHABILITATION AND HEALTHCARE CENTER	2022	2023	2024
Nurses	15	14	13
Nurse Aides	13	10	8
Housekeeping/Laundry	9 (1 retire)	1	0
Dietary	5 (transfer to unidine)	0	0
Administration	5 (2 retire)	4	3
Activities	3	1	1
Total	50	30	25

MENDELSON	2022	2023	2024
Resident Assistants	30	24	19
Dietary	9	4	4
Activities	3	2	3
Administration	1	1	0
Housekeeping	2	3	0
Massage Therapist	0	0	0
Total	45	34	26

Total all four facilities	124	92	72
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Requested Action: For Your Information

Maureen McGee, Administrator - Lourdes Rehabilitation and Healthcare Center
REPORT TO THE LOURDES SENIOR COMMUNITY BOARD
August 2024

Annual State Survey

Survey: July 22-23rd

Healthcare Citations: 4

F758 – Free from unnecessary psychotropic medications/PRN use
Not documenting 3 non-pharmacological interventions prior to use
D level

F770 – Lab Services
Failure to obtain a urinalysis with culture/sensitivity in a timely manner
D level

F812 – Food procurement, store/prepare/serve in a sanitary manner
Overall kitchen sanitation
F level

F880 – Infection prevention and control
Reuse of reusable gowns for residents in contact or transmission-based precautions
E level

Life Safety Citations: 1

K751 – Draperies and curtains
Use of a non-fire rated curtain
D level

Healthcare Revisit – August 14, 2024, and all citations cleared. Life safety submitted and awaiting approval.

5-Star Rating

Lourdes regained its 5-star rating. Overall 5; Health 4; Staffing 4; Quality Measures 5.

Canterbury – 1-star rating

Regency – 1-star rating

White Lake – 5-star rating

Mission Pointe – 1-star rating

Wellbridge – 4-star rating

Vaccination Update

CDC current recommendations:

All – flu vaccines and the latest COVID

RSV – all over the age of 60 living in a nursing home environment

Pneumococcal – anyone eligible should receive the most up to date

David Krolkowski, Director of Finance
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
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June 2024 YTD Financial Statements:

Statement of Operations – Entity-specific and consolidated financial statements for YTD ending June 30, 2024, are summarized below. The Consolidated Income from operations was \$501,277 to a budget of \$190,083 a favorable variance of \$311,194. The consolidated operating margin is 5.35% to a budget of 2.06%. The June 2024 YTD results are reflected by entity as follows:

	Actual	Budget	Variance	Operating Margin
Lourdes	215,612	(68,726)	284,338	3.73%
Mendelson	204,407	69,038	135,369	9.73%
Clausen	(2,549)	9,979	(12,528)	-0.35%
Fox	166,491	205,286	(38,795)	20.55%
Campus	(82,684)	(25,494)	(57,190)	0.00%
Total	501,277	190,083	311,194	
Consolidated Margin				5.35%

Lourdes occupancy has operated at an average YTD level of 70.29 residents (87.86% of occupancy) with a Medicare/HMO mix of 24.71 residents or 35.0% of actual occupancy payer mix. We are receiving an average per day revenue on those payors of \$568, budgeted to be \$555, so we are seeing a \$13 increase per patient day.

On a YTD basis, Mendelson has operated at an occupancy rate of 96.8%, to a budget of 88.3% and Fox has operated at 88.6% occupancy to a budget of 94.44%, Clausen has a YTD occupancy rate of 91.3%, budgeted to be 90.0%.

On a consolidated YTD basis, revenue is favorable at \$150,046, and expenses are favorable at \$161,148. The YTD operating income is \$501,277, compared to last year’s YTD income through June of \$58,139, favorable by \$443,138 year-over-year.

Over the past six months, we have witnessed significant improvements across our organization, particularly when compared to the same period last year. Lourdes Nursing and Rehab has been the standout performer, with operating income increasing by \$284K against budget. This success can be attributed to more favorable reimbursements from Medicaid and Medicare/HMO, coupled with a more advantageous census mix, which has bolstered our revenue streams. We have also seen the positive effects of the Angela Hospice rental revenue of \$28.8K/month or \$115K through June. On the expense side, we achieved \$177K in budget savings, primarily due to favorable medical insurance premiums and credits to our

workers' compensation policy. These factors have collectively strengthened our financial position.

Mendelson also demonstrated noteworthy progress, with an improvement of \$135K to budget. This was largely driven by a strategic initiative to offer courtesy discounts, which successfully increased census by filling available beds.

Statement of Financial Position - Consolidated operating cash as of June 30, 2024, is \$5.6MM.

Investment valuations increased \$868K, a 2.92% return from December 2023. Philanthropy efforts for six months totaled about \$90.1K netted down to (-\$26.5K) when factoring in direct costs to raise the contributions (excluding salaries) and utilization of the funds.

Audit Status / Tax Return / Cost Report:

The Medicaid audit for FYE 2021 was completed and passed with no adjustments. The 2023-2024 Workers' Comp audit is currently underway. The 2023 financial audit by Plante Moran was completed and we received an unmodified/clean opinion. The 2023 Cost Report was accepted and filed as well as the 990/tax returns.

The audit committee has decided it's good governance practice to take the audit, tax returns, and cost report to bid since it has not been done in many years. We are engaged with three firms including Plante Moran. Our goal is to pick the firm with top industry experience while also considering cost. Proposals are due on August 16th and will be reviewed by the audit committee. A selection of the firm will be made by September 4th.

2024 Capital Spend:

As of June 2024, the total capital spend was \$303K compared to a budget of \$1.3MM.

2024 Continuing Support Fund:

The continuing support committee met on December 14, 2023. The committee approved spending for 2024 of \$135K based on the residents at the time who applied. We have one additional resident at Clausen who has been approved as of June and is receiving \$5.2K/month. In 2024, we have spent about \$58.8K thus far. Through June 2024, we have given courtesy discounts of \$182K.

Wendy Mosella - Development and Marketing
 REPORT TO LOURDES SENIOR COMMUNITY BOARDS
 August 2024

2024 Grant Tracking

Foundation Name	Submission Deadline	Date Submitted	Status	Project	Funding Requested	Funding Approved	Notes
Catholic Foundation of Michigan	8/31/2024	8/12/24	submitted	volunteer program	5,000		
Dunlap		2/1/24	funded	Golf	3,500	3500	
			in progress	Furniture & upgardes - Mendelson & Clausen	80,000		
Koch Foundation							
Louis & Nellie Sieg Fund	n/a	2/1/24	funded	Golf	3,500	3,500	4/17/24 funded
Louis & Nellie Sieg Fund	n/a	7/18/24	funded	Clausen		8,500	Clausen Manor Funding
Louise Tuller Miller Trust	1-May		submitted	Meldelson - Chapel Sound System			waiting on info from Robin regarding cost/scope of project 9k
Michigan Department of Health & Human Services	11/1/2024	5/23/24	submitted	Nursing Care Activities Department	5,000		CMS Funds - requested \$5,000 for Lourdes Nursing Home Activities Department (Jackie)
Michigan Health & Endowment Fund (Healthy Aging Category)	11/1/2024						
Molinello Family Foundation	n/a	1/2/24	LOI draft complete	Independent Living Expansion			Mailed 1.2.24 Letter of Intent
Myrtle & William Hess	1-Oct	3/6/24	submitted	Campus Fence/Tovertafel LHRC/ activities budget	39,000		LOI submitted 2.18.24. Competed full grant submission 3.6.24 tracking number is 190795
Oakland County- Senior Centers Matching Grant	check for new fall date						
Pulte	quarterly	8/14/24	submitted	Independent Living Expansion - Sisters duplex	80,000		
Serra Foundation	31-Aug	8/14/24	submitted	activities/chapel sound system - Mendelson	15,000		
St. Regis	2/14/2024	2/8/24	declined	Pastoral Care Program	20,000	0	emailed over Tithing application request
Strake Foundation		8/12/24	submitted	Tovertavel LRHC	12,500		
The Mary Thompson Fund	4/15 & 9/15	6.30.24	submitted	Lourdes new wheelchairs	10,000		
Westerman							
					273,500	15500	

Cori Sharrard RN, BSN – Director of Clausen Manor
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
August 2024

CENSUS INFORMATION: As of August 14, 2024	
CURRENT NUMBER OF RESIDENTS	19 (2 receiving hospice)
TOTAL NUMBER OF ADMISSIONS 2023	15
FROM CAMPUS 2022	9
TOTAL NUMBER OF ADMISSIONS 2024	12
FROM CAMPUS 2024	6
TOTAL NUMBER OF DISCHARGES 2023	12
DISCHARGES TO CAMPUS FACILITIES 2023	1
OFF-CAMPUS DISCHARGES 2023	3 (1 back home with husband, 1 back home at end of life, 1 closer to son)
NUMBER OF DEATHS 2023	7
TOTAL NUMBER OF DISCHARGES 2024	6
DISCHARGES TO CAMPUS FACILITIES 2024	0
OFF-CAMPUS DISCHARGES 2024	1 (Returned to Magnolia on the Lake)
NUMBER OF DEATHS 2024	5
ACTIVITIES FOR RESIDENTS	
<ul style="list-style-type: none"> Amy Warner was recently hired as the Activity Assistant for the facility. Amy comes to Clausen with experience in activities and lots of creative ideas. While she is getting used to her surroundings the residents have enjoyed some of the “back to basics” such as flower arranging, big balloon toss, laundry sorting, magazine “hunting” just to name a few. We are still enjoying our drumming, yoga, mass and rosary as well. 	
FACILITY UPDATE	
<ul style="list-style-type: none"> SafelyYou has proven to be an invaluable tool both for the safety of the residents and as a teaching tool for staff. In addition, it has been extremely helpful when explaining incidents to a resident’s family member. The program also offers teaching tools for staff on proper transfer techniques which is a critical need. An anonymous complaint was made to Adult Protective Services against the facility for five specific complaints. As a result, the Department of Licensing and Regulatory Affairs followed closely behind with an investigation of their own. The facility is still awaiting the outcome of both investigations. 	
RESIDENT CHALLENGES	
<ul style="list-style-type: none"> Working with memory care residents has its many challenges and the level of challenges vary by the degree of disease progression. Resident Elopement in any memory care is always a cause for concern. Clausen experienced a resident who was able to “hide” in the attic of the facility and then later, on two separate occasions, despite the best efforts of the facility and numerous safety measures (including an 8’ fence) was able to exit the facility and grounds. The resident was subsequently given a discharge from the campus. 	
FACILITY UPGRADES	
<ul style="list-style-type: none"> The facility needs a few upgrades such as new carpet and or tile in the common area and new cupboards in the kitchen. 	

<p>TRENDS</p> <ul style="list-style-type: none"> • Average Age: 85 • Range of ages: 64-94 • Length of Stay: 543 Days • There are currently 6 men and 13 women and one married couple. • All 19 residents are under the care of Dr. F. Salloum however our facility is covered by a Nurse Practitioner, Deb Sperry. • Nurse Practitioner Jaime Eddy specializes in Geriatric Psych issues and visits the facility every two weeks. She is wonderful at being able to assess, prescribe, and monitor the residents and their behaviors. • Two residents receive services from Trinity Hospice • One Resident is receiving the services of Trinity Home Care
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<p>DIRECTOR'S ADDITIONAL THOUGHTS:</p> <ul style="list-style-type: none"> • Staffing is an issue that is always going to be a conversation. Staffing is the foundation to a facility's basic operation, a major manner in which a facility is run is through its staffing. If the staffing is not made up of the type of workers who are caring, kind, and compassionate, who are willing to do the work and do it with the best interest of the resident in mind, then the staff does not belong in the facility. Finding the right kind of staff and training the right kind of staff takes time, takes patience but in the end everyone wins, especially, most especially the resident and their loved ones.

STAFFING (All categories not applicable at all facilities)	Days	Afternoons	
Midnights			
DIRECT CARE	Total of 20 team members		
STATE REQUIREMENTS	3.0	2.0	2.0
FACILITY GOALS (census of 18)	4.0	4.0	2.0
ACTUAL STAFFING	3.8	3.5	2.0
RN	Director is an RN		
DIETARY	Shared with Mendelson		
ACTIVITIES	1 70 hours per pay		
HOUSEKEEPING	1 70 hours per pay		
ADMINISTRATION	1 (+ share LSC Campus MSW and Admissions Coordinator)		

Robin McClintock, CTRS, CALD – Fox Manor
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
AUGUST 2024

CENSUS INFORMATION: As of August 14, 2024	
NUMBER OF RESIDENTS	59
TOTAL NUMBER OF ADMISSIONS 2024	10
FROM CAMPUS 2024	1
TOTAL NUMBER OF DISCHARGES 2024	6
DISCHARGES TO CAMPUS FACILITIES 2024	2
OFF-CAMPUS DISCHARGES 2024	2
NUMBER OF DEATHS 2024	2
MAJOR ACTIVITIES FOR RESIDENTS	
<ul style="list-style-type: none"> • On May 9th, the ladies were celebrated with a wonderful lunch including chicken gnocchi soup, blueberry, peach, and feta salad with Pina Colada Sangria to drink. There was a raffle for gifts and beautifully decorated tables. • On June 13th, the men were honored with a disco-themed lunch featuring T-bone steak, sidewinder fries, corn, and strawberry shortcake for dessert. • Summer is in full swing. The residents are enjoying boat rides and fishing on Scott Lake, concerts in the park, the Oakland County Fair, and campfires on the patio. • On July 18th, the residents were treated to dinner and entertainment by the Big Chief Chorus. Dinner included a charcuterie cup, salad, filet mignon, and grilled shrimp. Dessert was Sander’s hot fudge cream puffs. • The residents participated in an 8-week Matter of Balance program. This was a partnership between Lourdes Senior Community and Trinity Health. 	
MAJOR FACILITY ISSUES	
COVID 19 Strategies	
<ul style="list-style-type: none"> • Reporting to the Oakland County Health Department only must be completed if the facility has a positive COVID-19 case. • Per the CDC, the length of isolation has changed. If a resident or employee tests positive for COVID-19, isolation only lasts until they are 24 hours symptom-free. A mask is recommended once out of isolation. 	
COVID 19 Cases:	
<ul style="list-style-type: none"> • Residents 2024 = 7 • Employees 2024 = 0 	
TRENDS	
<ul style="list-style-type: none"> • The average age is 85 years old. • The average length of stay is 3.99 years. The resident with the longest length of stay is 13.20 years. • The youngest resident is 69 years old, and the oldest resident is 100 • 43 of our 59 residents (73%) are Catholic. • 48 women and 11 men • Five married couples are living at Fox Manor. • Occupancy YTD 2024: 100% Budget 2024: 94.4% 	
STAFFING:	
DIETARY	1 full-time cook 1 part-time cook 13 part-time wait staff
ACTIVITIES	1 part-time activities coordinator
HOUSEKEEPING/LAUNDRY	1 full-time resident apartment housekeeper 1 part-time resident apartment housekeeper

	1 part-time common area housekeeper
ADMINISTRATION	1 full-time building director 2 part-time receptionists 2 in-house security staff

DIRECTOR'S ADDITIONAL THOUGHTS:

- Currently, Fox has no vacancies.
- There are no planned discharges at this time.
- Three residents are currently receiving support services from home healthcare and non-medical assistance companies.
- The first balcony was installed on a second-floor apartment. The resident covered a portion of the cost. Other residents want balconies and will also cover a portion of the cost.
- On July 15th, the Oakland County Health Department completed the inspection of the kitchen. Only one deficiency was found and was fixed on the spot. They inspect the kitchen every six months.



Robin McClintock, CTRS, CALD - Mendelson Home
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
August 2024

CENSUS INFORMATION: As of August 14, 2024	
NUMBER OF RESIDENTS	59
TOTAL NUMBER OF ADMISSIONS 2024	18
FROM CAMPUS 2024	7 (4 respite)
TOTAL NUMBER OF DISCHARGES 2024	17
DISCHARGES TO CAMPUS FACILITIES 2024	7
OFF-CAMPUS DISCHARGES 2024	6
NUMBER OF DEATHS 2024	4

MAJOR ACTIVITIES FOR RESIDENTS

- On May 7th, the ladies were celebrated with a special luncheon. The ladies enjoyed a wonderful chicken salad, soup, and a beautifully decorated dining room.
- On June 11th, the men were honored with a red, white, and blue-themed outdoor picnic. They were served filet mignon, twice-baked potatoes, grilled vegetables, and apple pie ala mode for dessert. The men enjoyed their quiet time away from all of the women.
- Summer activities are in full swing. The residents are spending a great deal of time outside. Golf cart rides, walks on campus, happy hour, entertainment, and socials under the pavilion.
- On July 26th, resident Marilyn Burrell turned 100. Mendelson now has three residents over 100 years old.

MAJOR FACILITY ISSUES

COVID-19 Strategies

- MDHHS has removed most of the COVID-19 rules they had in place. If a resident tests positive, testing will have to begin. If contact tracing limits the possible exposure to others, only those in contact would need to be tested.
- Per the CDC, the length of isolation has changed. If a resident or employee tests positive for COVID-19, isolation only lasts until they are 24 hours symptom-free. A mask is recommended once out. However, as a facility, we are isolating the residents for at least 5 days and evaluating their symptoms.
- Vaccination status no longer needs to be tracked.
- Reporting occurs only to the Oakland County Health Department if a resident or employee tests positive.

COVID 19 Cases:

- Residents 2024 = 7
- Employees 2024 = 1

TRENDS

- Average Age: 88
- Average Length of Stay: 655 days
- Currently, there are fifty-four women and five men.
- One married couple is living at Mendelson.
- There is one resident currently receiving hospice services.
- Fifty-one residents utilize the services of Dr. Grivej.
- Three residents 100 years or older.
- Occupancy YTD 2024: 95.0% Budgeted occupancy 2024: 88.3%

DIRECTOR'S ADDITIONAL THOUGHTS:

- There are currently three openings. All of the openings are spoken for.
- There are no planned discharges.
- The licensing officer from the State of Michigan arrived in May for our annual inspection. Two minor administrative citations were received. The plan of correction was sent in and completed a week after the visit. The licensing consultant told us that our citations were nothing to be concerned about and we should be proud. The licensing officer will likely not return for three years.

DIRECTOR'S ADDITIONAL THOUGHTS CONTINUED:

- Staffing seems to be a constant battle, especially with the Resident Assistants. Finding employees who care about their jobs, the residents, and who also come to work is a challenge. There has been a fair amount of turnover related to attendance and poor job performance. Earlier this month we had Resident Assistant openings on every shift. There are currently two part-time afternoon shifts open.

STAFFING (All categories not applicable at all facilities)		Days	Afternoon	Midnight
DIRECT CARE		Total Direct Care staff: 32 resident assistants		
STATE REQUIREMENTS		There are no state requirements. Staffing is mandated to be whatever is needed to provide care based on the acuity of the residents.		
FACILITY GOALS (at budgeted occupancy)		6.0	5.5	4.0
ACTUAL STAFFING		6.0	5.5	4.0
CLINIC STAFF	1 full-time RN 1 part-time RN 1 full-time Clinic Tech			
DIETARY	1 full-time Manager, 3 cooks, 6 servers/dishwashers, 1 stock (some positions are shared with Clausen)			
ACTIVITIES	1 full-time coordinator, 2 part-time assistants			
HOUSEKEEPING	1 full-time Supervisor, 2 part-time (Supervisor shared with Clausen)			
HOUSEKEEPING/ROOM ATTN	2 full-time			
ADMINISTRATIVE	5 full-time (3 are shared with Clausen), 2 part-time (receptionists)			



Jason Mize- Plant Operations Director
REPORT TO THE LOURDES SENIOR COMMUNITY BOARD
August 2024

Lourdes:

- Donor sign was installed in the healing garden.

Clausen:

- Resident room HVAC units (3) have been replaced.
- Main RTU unit had a new motor installed in July
- Side note: Adding more resident HVAC units to next year's budget due to age and deterioration of existing units.
- To date we have remodeled 16 rooms and installed

Campus:

- New entrance signs installed including electrical and landscape.
- Note: we also added some flowers around the sign to dress things up.

Fox:

- Balcony was installed for rooms
- Working on a quote for an additional balcony.
- Working on pricing to replace the green portico at the front entrance.

Mendelson:

- New front entrance doors were installed
- Chiller had new compressors installed as the old failed.
- Rented temporary AC units and placed them in the hallways on all three floors.

Rich Acho, President and CEO
REPORT TO THE LOURDES SENIOR COMMUNITY BOARDS
August 2024

Well... talk about a rainy Summer! I hope you have been enjoying the summer months. Hope you all have had the chance to enjoy a summer vacation or two. Our campus plants are blooming and really looking beautiful this time of year.

CEO - Update

Below is a snapshot of the items I am focused on at the current moment:

- Angela Hospice's grand opening was delayed due to licensing through the State of MI. The new target grand opening month is now October.
- At Lourdes Rehab and Healthcare Center, our bed count has been decreased by 20 beds, and we are now an 80-bed facility – the original plan was to decrease 23 beds, but we have made the decision to keep the three beds near Angela Hospice online in case we ever need them.
- The Independent Living Committee continues to work on plans for our development and we have encountered some curveballs from the township.
- I am happy to report that I met with Waterford on July 10th and they have given us tentative approval to construct 7 villas on the Lourdes Campus. This was a major win as we had met with the Fire Chief and Planning Director back in June and they said they would not support a development due to the taxation on government services, specifically EMS and the Fire Department. We have worked through an ordinance that we would feel comfortable pushing through that would result in fines to facilities that abuse the emergency dispatch system.
- I have been functioning as a “Sales Representative” for individuals interested in the Villas. To date, we have four of the seven or eight villas sold.
- I met with both Representative Mike Harris and Brenda Carter to discuss our property tax issues and future development. Both were in support of our position and would be available to support us if we received pushback from the Township.
- Our property tax case remains with the Tax Tribunal. It could take up to six months to receive a verdict from them.
- This is the year of union negotiations at Lourdes. We anticipated a tough negotiation year, and this has been the experience thus far. As of 8/10/24, we reached an agreement, but are waiting on the union to vote.
- We are continuing to renovate our campus buildings. Due to the age of our buildings, we will be making significant capital improvements to them to remain competitive in the senior living space. Mendelson, Clausen, and Fox Manor will be impacted by these renovation projects.

- We have new signage in the front of our buildings that makes the community feel more modern. The Mendelson sign was not replaced during the first go-around but it is in the works right now.
- We have constructed our first balcony at Fox Manor. This was a pilot program for us to see how the residents would feel having a balcony. The resident who piloted it covered 50% of the cost to construct the balcony and is incredibly happy with the result. We have offered this to all the residents on the second floor and we will be constructing our second balcony in the coming weeks. This does result in an outlay of cash by the residents and that has been the barrier for some of them not wanting a balcony.
- We have replaced the main doors at Mendelson which are automatic sliding doors. They have modernized the appearance of Mendelson and are safer for our residents. We plan to upgrade the doors at Fox and Lourdes as well.
- We continue to remodel the exterior part of the buildings in addition to shared areas and resident rooms.

Business Growth

- We looked at offering the PACE program to our residents in the AL and IL. The rates were extremely low, and we have decided to pass on this program at this time.
- Trinity Oakland – We continue to work with Trinity to solidify our provider partnership. The risk-shared program continues to work well. We continue to highlight our star rating as compared to our peers.
- We hosted two Estate Planning seminars on campus to bring people in. We had about 50 guests attend the events.
- We have brought the Matter of Balance class back to Fox Manor. We have several Fox Manor residents enrolled in the program in addition to a couple of others outside the community. Debi has been certified as an instructor and has been working in conjunction with Trinity Hospital and their team to run these programs.
- The stats continue to indicate a worker shortage in the healthcare workforce for years to come. That is why, we are recruiting two international RNs from the Philippines to join Lourdes – we anticipate them arriving in 2025. The process continues to be slow. We put this request in back in Q1 2023.
- Affiliation/partnerships/joint ventures – None other than Angela Hospice at this time. But we would like to create one with a home care agency for future development projects.
- We are joining forces with an ISNP (Institutionalized Special Needs Plan) which at present will help us generate additional revenue for our Medicaid Long Term residents at Lourdes in addition to providing more clinical oversight to them. The ISNP model has been growing immensely in recent years and we believe this will continue to gain traction due to its additional clinical oversight and less burden on the Medicare system.

Marketing initiatives continue...

- We advertised with the Archdiocese in May and June 2024. The results were positive as we saw an increase in traffic to our website.
- Our TV Commercial aired on WDIV and their sister streaming channels from January 1st through February 29th.
- We continue to be more active on social media with daily posts, offerings, promotions, and other activities.
- We have re-done our Marketing photos to display our remodeled rooms and communal areas.
- We now have a QR code for Google reviews to increase positive reviews across the campus. If you have not left us one, please do so 😊
- We have hired an innovative marketing company to provide Google SEO services to us and manage the website. Workforce recruitment/retainment changes to speed up the hiring process.

Dominican Sisters of Peace Founded Ministries Meeting

The next meeting has been scheduled for February 25th through February 27th, 2025, in Columbus.

Governance and Nominating Committee

The meeting was held on August 13th. Rich recommended Dr. Boal to join the board. We continue to work on ensuring we recruit the best candidates to serve on the Lourdes board.

New appointments:

- John Noone will be recommended to the board as new board chair effective November 1, 2024
- Paul Propson will take over as chair of the Philanthropy Committee
- Dr. Boal will be recommended to the Board as a new member
- Discussed meeting with the DSOP reps to develop a Dominican Charism educational outreach program
- Looking at assigning new secretary / treasurer due to changes in the appointments

Risk Management

The lawsuit settled for \$180,000. We had a resident fall with a fracture in June 2022 who then left Lourdes and went to another nursing facility. She was with us for 5 days. She had a fall with a fracture in our care. A plan of action had been developed due to her fall, but she left for the hospital and never came back to us. She was 84 years old. She eventually passed away in July 2022.

Clausen Manor received another allegation of misconduct and abuse. A disgruntled employee called this in again. APS was here on Friday, August 2, 2024, and the State Licensing agent was here on August 5th, 2024. Some of the staff have found it difficult to transition to Cori as the new Director. We are working to clear this newest complaint in addition to identifying the validity of the allegations made by the employee (who remains anonymous).

Clausen Manor was dealing with a resident who had a fervent desire to leave the building and did in fact do so. The first time, he made his way to our attic upstairs through a door and a stairwell. The second time he left through a window and was found a couple of hours later behind the Mendelson dumpster. The third time he broke the window off the hinge and went through it. He was found less than 10 minutes later. After this constant desire to leave, we decided to discharge him due to his safety. With our proximity to the lake, railroad tracks, busy highway, etc. we felt that for his safety we could not keep him with us. He continued to exhibit signs of wanting to leave on the same day he broke the window. The family was upset with us for discharging him. We put in several safety measures, and he managed to find a way through all of them.

Lourdes had their annual state survey in July. There were only 4 citations, which is a record for us. There were a couple of concerns with the kitchen cleanliness, gowns with infections, a curtain install, and a couple of other minor items. The survey team was here for one and a half days, which was a record for us for time spent in the building. We are back to being a 5 star facility!

We terminated our agreement with our vending machine company due to the excessive costs of the snacks. This resulted in a threat of legal action against us from the company. Our attorney is involved, and we feel there will not be a negative judgment against us. To date, we have not heard anything from the company, and it has been three months.

Information Technology

We continue to upgrade network switches and aged devices across the campus. No cyber breaches were reported in 2024.

Advocacy Group Participation

I am looking to join the Catholic Funeral and Cemetery Board. I have met with Bob Hojnacki (Director of CFCs) to discuss the potential board position.

I am the board chair for the MEWA we created with Leading Age called Mission Based Health Benefits. We worked on enhancing the plan for 2024 and these changes have been rolled out. In addition, we are going through our first annual audit, and it was a rough one due to various accounting entries not properly recorded by the accountant. We are looking at recruiting two additional groups into the MEWA which would add about 300 more participants into the plan and help us to spread admin costs.

I am part of a Senior Living Advisory Council with Marsh and McLennan. We meet quarterly to discuss the industry and the challenges we all are facing. We discussed the consolidation of organizations across our industry and the rise in these consolidations.

Priests and Religious

Currently, one priest (Father Lang) resides at Fox Manor. Father Lang serves as our campus Priest in a full-time capacity. He has been extremely accommodating to our resident needs, last rites, sacraments, rituals, etc. We currently have one Dominican associate residing at Lourdes Rehabilitation and Healthcare Center.

Upcoming Events

11/19/24 – Lourdes Board meeting

External Events

8/14/24 – 8/17/24 – Leading Age Leadership Gathering

2/27/2025 – 2/29/2025 – Dominican Sisters of Peace Columbus Meeting

Personal Wellness

8/29/24 – 9/1/24 – Palm Beach Florida

9/26/24 – 9/29/24 – Cancun Mexico

CEO PERFORMANCE METRICS AND KEY PERFORMANCE					
Assessed individual: Rich Acho					
2024 Proposed Performance Metrics	Target	2024 Q1	2023 Q1	2024 Q2	2023 Q2
Retention – Reduce Overall Campus Turnover Rate YOY w/particular focus on new employees	54%	14%	19%	28%	66%
Occupancy – Achieve Aggregate Campus Census of 86%	86.0%	89.7%	84%	94%	85%
Quality – Reduce Number of Citations That Lead to a Denial of Payment as Compared to 2023 (Target), with a particular focus on reducing falls. [Overall YOY Reduction in # of Citations (Stretch)]	6	0	0	4	0
Development – Increase Net Donations by 10% YOY, excluding estate gifts (Target). [>15% (Stretch)]	\$325,000	\$61,010	\$ 51,807	\$ 69,089	\$ 66,448
Operating Margin – Improve Operating Margin YOY Across Campus	2.90%	5.19%	3.01%	5.35%	0.69%
Growth – Execute plans developed in 2023 to bring in new revenue for the Nursing & Rehabilitation Center, begin expanding independent living, and continually re-invest in the existing facilities to make them more marketable		We received our first sub lease payment in March 2024 from Angela Hospice. We renovated the wellness center and activity room at Fox Manor. We added a pavilion at Fox Manor. Our IL Committee is running through the IL expansion topics with the architect.		We are continuing to work through the plans for IL expansion. We have met with the Fire Chief and Planning Director at Waterford. We have completed construction of a resident balcony at Fox Manor. We have updated our entry signage.	
2024 Key Performance Indicators	Target	2024 Q1	2023 Q1	2024 Q2	2023 Q2
Catholic Identity – Continuously strengthen the ongoing commitment to serving the spiritual needs of residents and families		Father Lang has given us more time now due to his retirement from Shrine		We have worked with the DSOP on the Dominican Charism and how we can use this for future board member and current board member training. A sub committee will be created to assist with carrying this out.	
Employee Satisfaction – Leverage feedback from 2023 baseline survey to improve engagement YOY as measured by 2024 survey		We will be testing all staff this year based on hire date and compare the results to the prior year report		We will be testing all staff this year based on hire date and compare the results to the prior year report	
I&D – Build upon 2023 activities to conduct ongoing Inclusion and Diversity training		HR held a limited training with supervisors. DEI was part of those discussions with supervisors.			
Marketing Plan – Refine and execute marketing plan to increase market share. In 2024, specifically focus on expanded marketing efforts to the Catholic community		Working on getting ads ready to display with the AOD, Detroit Catholic Guide		We advertised with the AOD for two months on the Detroit Catholic & in the AOD newsletter. We have secured our spot for next year as well for 3 months. We are sponsoring an ad at the Catholic Charities event.	
Resident/Family Satisfaction – YOY Increase in Survey Results, with a particular focus on aligning the care residents feel that they need with the care they receive		We are preparing a survey to go out during Q2 2024		Family surveys went out during this quarter. Pending results.	
Star Rating – Maintain 4+ rating and actively maintain /execute plan to keep Star rating above local competitors	4+ star	4 star for 1/1/24 thru 3/30/24		4 star for 4/1/24 thru 6/30/24 5 star as of 8/1/24	
Development – Create detailed development plan and Review w/Board by end 1Q '24		Our plan is in motion and we are executing some of the elements of the plan, more events planned for 2024 and estate planning seminars brought to Lourdes.		Our plan is in motion and we are executing some of the elements of the plan, more events planned for 2024 and estate planning seminars brought to Lourdes.	
Security – Zero successful IT security breaches. Proactive scenario-based planning and training (e.g., active shooter)		Zero		Zero	

A. Audit and Compliance Committee

- The Audit and Compliance Committee met on April 19, 2024. The following topics were discussed:
 - FY 2023 audit
 - FY 2023 990 and cost report
 - Compliance update

The next meeting date is for November 1, 2024.

Requested Action: For your information.

B. Finance Committee

- The Finance Committee will meet on April 17, 2024. The following topics will be discussed:
 - Azimuth investments presentation
 - Ziegler Linkage Fund
 - Financial statements of February 2024
 - Investment summary
 - Waterford Township property tax update

The next meeting date is scheduled for August 21, 2024.

Requested Action: For your information.

C. Human Resources Committee

- The HR Committee has not met since the last meeting of the Boards.

The next meeting date is not scheduled at this time.

Requested Action: For your information.

D. Governance and Nominating Committee

- The Governance and Nominating Committee met on April 9, 2024, and August 13, 2024. The following topics were discussed:
 - Board/Committee member update
 - Retreat planning
 - Board members terming off
 - Philanthropy Chair appointment
 - Dominican charism

The next meeting date is scheduled for November 5, 2024.

Requested Action: For your information.

E. Philanthropy Committee

- The Philanthropy Committee met on March 12, 2024, and June 25, 2024. The following topics were discussed:
 - Development update
 - Marketing update
 - Grant tracking

The next meeting date is scheduled for September 12, 2024.

Requested Action: For your information.

F. Quality / Resident Care Committee

- The Quality/Resident Care Committee met on February 21, 2024, and May 15, 2024. The following topics were discussed:
 - Administrator's report
 - Facility reports
 - Lourdes' nursing report
 - Psychiatric services report
 - Testing for COVID and Flu Policy

The next meeting date is scheduled for September 18, 2024.

Requested Action: Approve the Testing for COVID and flu policy in the consent agenda, Item XIV.

G. Continuing Support Fund Committee

- The Continuing Support Fund Committee has not met since the last meeting of the Boards.

The next meeting date is scheduled for December 12, 2024.

Requested Action: For your information.

Angela Hospice Home Care, Inc.
14100 Newburgh Road
Livonia, MI 48154

Phone: (734) 464-7810
Fax: (734) 953-6033
Email: ahospice@aol.com

James S. Boal, M. D.

Work Experience

Chief Medical Officer, Angela Hospice Home Care, Livonia, MI	2017-Present
Medical Director, St. Mary Mercy Palliative Care Program	2007-Present
Medical Director, Angela Hospice Home Care, Inc., Livonia, MI	2000-2017
Chair of Family Medicine, St. Mary Mercy Hospital	2012-2015
Family Practitioner, Prime Care of Novi, Novi, MI	2001-2003
Research Assistant, National Institutes of Health, Bethesda, MD	1994
Research Assistant, University of Michigan, Ann Arbor, MI	1992-1993

Education

Residency:	Family Practice at Providence Hospital Southfield, MI	1997-2000
Graduate:	Wayne State University College of Medicine Detroit, MI – M.D. in June 1997	1997
Undergraduate:	University of Michigan Bachelor of Science in Cellular Molecular Biology	1992
Continuing Ed:	Michigan Theological Seminary	2001-2006

Appointments

Elected Secretary Treasurer, St. Mary Mercy Medical Staff	2019-present
Affiliate Faculty, University of Detroit Mercy	2010- 2012
Clinical Associate Professor, Wayne State University College of Medicine	2004- present
Resident Recruitment Committee, Providence Hospital Southfield, MI	1997-1999
Aesculapians Service Organization, Wayne State University Detroit, MI	1995-1997
Vice President-Student Organizations, Wayne State Univ. Detroit, MI	1994
President-Christian Medical Society, Wayne State University Detroit, MI	1994-1995

Academic Service

Research/Publications

Smith, P T, Boal J S "Pulling the Sheet Back Down: A Response to Battin on the Practice of Terminal Sedation", *Ethics and Medicine*, Vol 25:2 Summer 2009 pp.69-73
Acknowledgement: Shiloh Y. "A Single Ataxia Telangectasia Gene with a Product Similar to PI-3 Kinase" *Science*, 268, June 23, 1995 pp.1749-1753 (Discovery of A-T gene)

Teaching Engagements

Preceptor for St. Joseph Mercy Hospital Palliative Care Fellowship	2018 - present
Faculty Member Henry Ford Hospital Palliative Care Fellowship	2013 - present
St. Mary Mercy GME Faculty	2010 - present
Faculty Member CAPE-WAYNE Palliative Care Fellowship	2007 - present
University of Detroit Mercy Physician Assistant Preceptor	2008 - 2012
<i>Student Hospice Review</i> , Wayne State University, Family Practice Dept.	2002 - 2013
Providence Hospital Resident Preceptor	2000 - 2010
Wayne State University Medical Student Preceptor	2000 - 2015

Dissertation/Thesis Supervision

“The Care that Killed the Patient? – Ethical Reflections on Palliative Sedation” Patrick T. Smith – Wayne State University Philosophy Department Oct. 2013

Speaking Engagements

Professional Conferences

Opiate Legislation in Michigan, Chapter 2: Michigan Hospice and Home Care Association, Traverse City, MI May, 2019
Medical Marijuana in Michigan: 4 years later, with Claire Jensen M.D., Palliative Care Collaborative 6th annual, Dearborn, MI Nov. 2012
Using Morphine in Hospice, Kenya Hospice and Palliative Care Association National Conference, Nairobi, Kenya Sept 2012
NSAIDS, the Other Pain Medicines, MHPCO Annual Leadership Conference April 2012
Medical Marijuana, the State of the Science and the Laws of the State National Association of Home Care and Hospice Oct 2011
Futile Care: Diagnosis and Dealing with it, St Mary Mercy CME Feb 2010
Neurological Diseases in Hospice Care, American College of Osteopathic Neurologists and Psychiatrics Summer Meeting and scientific Seminar July 2009
Medical Marijuana in Michigan, MHPCO Annual Leadership Conference March 2009
Drug-Drug Interactions in Hospice, MHPCO Annual Leadership Conference April 2008
Heaven and Hell in Hospice, AAHPM Annual Conference Feb 2007
Salt Lake City, UT
Chemotherapy in the Terminally Ill, MHPCO Annual Leadership Conference April 2005
Antipsychotics in Hospice Care, MHPCO Annual Leadership Conference April 2004
Terminal Sedation in Hospice, Angela Hospice Ethics Conference June 2002
End of Life Ethics, Angela Hospice Ethics Conference April 2001

Panel Discussion/Public Forum

“Human Worth at the Beginning: Embryos, Babies, and the Dignity of Human Life”—Panel participant with: Peter Singer (Princeton University), Bruce Russell (Wayne State University, Detroit, MI), John Patrick (Augustine University, Ottawa, Canada). Held at Wayne State University, Detroit, MI Sept 2010
“Caring for the Whole Person” Caring Coalition Conference, Southfield, MI March 2015

Moderated Sessions

“The Future of Human Worth: Life and Death Decisions in Medicine.” A discussion with Peter Singer (Princeton University, Princeton, NJ) and John Patrick (Augustine University, Ottawa, Canada) Held at Wayne State University, Detroit, MI Sept 2010

Grand Rounds, Residency Lectures and other Local Presentations

Monthly, ongoing, various topics 2000-present

Political

Spoke before the Michigan State Senate regarding Opiate Legislation March 2019

Professional Development Projects

Political Engagement for Opiate Legislation in the State of Michigan 2018 – 2019
Joint Commission recertification at St. Mary Mercy Hospital 2014 – 2020
Pediatric Hospice Assistance 2013 – present

Developed the SMMH Comfort Care Unit for COVID-10	April 2020
Developed Pain Management Service at St. Mary Mercy Hospital	2014 – 2016
Attained Joint Commission Certification for Palliative Care at St. Mary Mercy Hospital	
2014 – 2020	
Angela Hospice Strategic Planning Committee	2012 – 2015
Angela Hospice Leadership Team	2000 – present
Angela Hospice Executive Team	2015 - present

Professional Organizations

Michigan Hospice and Palliative Care Organization	2000-present
National Hospice and Palliative Care Organization	2000-present
American Academy of Hospice and Palliative Care	2000-present
American Academy of Family Practitioners	1997-2002
Christian Medical Dental Association	1993-1999

Awards

Hour Magazine “Top Doc” in Hospice and Palliative Medicine	2017, 2018, 2019
Fellow of the American Academy of Hospice and Palliative Medicine	2007
Michigan Hospice and Palliative Care Organization’s <i>Dream Team</i>	2005
Eagle Scout	1987

Board Certification

Hospice Medical Director Certification Board	Certified:	2014-2026
American Board of Family Medicine		
added qualifications in Hospice and Palliative Care	Certified:	2008-2028
American Board of Hospice and Palliative Medicine	Certified:	2004-2008
American Board of Family Medicine	Certified:	2000-2027

Community/Volunteer Services

Ebenezer Glen Orphanage and Medical Clinic, Dessalines, Haiti	2015
Ann Arbor Missionary Fund, Board Member	2013-2015
Service Project – Rebuilding homes in Louisiana after Hurricane Katrina	2010
Service Project “Raincatchers” – Building water collectors in rural Haiti	2009-2013
Life Church, Canton, MI	2011-present
New Life Church, Ann Arbor, MI	2000-2011
McArthur School System Tutor, Southfield, MI	1997-1999
Hospice of Michigan Volunteer, Southfield, MI	1993-1994
Senior Citizen Outreach, Detroit, MI	1993-1995
Cass Medical Clinic, Detroit, MI	1993-1997
Cabrini Health Clinic, Detroit, MI	1998
Arbor Heights, Home for Troubled Youth, Ann Arbor, MI	1992-1993
Inmates Outreach (Tutoring incarcerated individuals in basic Educational skills), Ann Arbor, MI	1991-1992

Ourdes Senior Community Boards

Tuesday, February 6, 2024, 1:30 p.m., LRHC Chapel

Note: Includes Board of Directors for Ourdes, Inc., Fox Manor, Clausen Manor (Ourdes Alzheimer's Special Care Center), Joseph T. Mendelson Assisted Living Home (Ourdes Assisted Living), Dominican Health Care and Ourdes Campus Fund

BOARD MEMBERS PRESENT

Richard Acho, President and CEO
Erin Asdell
Sister Janice Bachman, OP
Brian Condit, Chair
Linda Gifford
Peggy Holden
Henrietta Juras, MD
Steven Kastner (via Zoom)
Msgr. Michael LeFevre
Joseph Manuszak
Sister Peggy Martin, OP (via Zoom)
John Noone, Secretary/Treasurer
Barbara Mendelson, Vice President (via Zoom)
Paul Propson (via Zoom)
Sister Barbara Rund, OP

STAFF PRESENT

Colleen Burke, Director, Clausen Manor
David Krolkowski, Director, Finance
Rebecca Latta, Director, Human Resources
Robin McClintock, CTRS, CASP, Director, Fox Manor and Mendelson Home
Maureen McGee, Administrator, Ourdes Rehabilitation and Healthcare Center
Jason Mize, Director, Plant Operations
Wendy Mosella, Director, Development and Marketing

GUESTS

Dr. Fadi Salloum
Sr. Teresita Lipar, OP

CALL TO ORDER

The meeting was called together at 1:34 p.m. by Mr. Brian Condit. A full quorum was present.

OPENING PRAYER

Mr. Rich Acho along with the Senior Leadership Group led the group in prayer.

LOURDES MASTER PLAN

Mr. Rich Acho gave a broad update on the plans for the Independent Living Expansion. A sub-committee has been formed to oversee the expansion project. The Committee met for their first meeting on January 26th. Approximately six ranch-style villas will be built in the area where the St. Jude home now sits. A 60-apartment building will be constructed where the the convent and retreat home now sit. The Committee reviewed proposals from two architects, Fusco, Shafer, and Pappas, Inc (FSP). and Edmond London and Associates (ELA). FSP has done several projects for Ourdes in the past. The references on ELA are being checked. FSP was asked to resubmit the cost portion of their proposal as they came in at \$1.3M and ELA came in at \$500K. The Committee will choose an architect at their next meeting on February 9th. The hope is to have conceptual drawings to present at the April Board meeting.

Angela Hospice is in the process of some renovations in the Marian Hall before they take occupancy. They are repainting portions of the area and replacing the resident room desks with sleeper sofas. Angela will begin paying rent on March 1, with residents moving in during May or June. Rent will be modified less the food costs until patients move in. A press release will be coming out at the end of February or first of March. They have hired an internal candidate to act as director for their Angela Hospice at Ourdes facility.

The property tax appeal is in the discovery phase at the Michigan Tax Tribunal. Included in the packet is House Bill 5380 sponsored by State House Representatives Alabas Farhat and Brenda Carter. This bill will expand property tax exemption to senior living licensed CCRCs, homes for the aged, and adult foster care facilities. A court date with the Tax Tribunal is set for June 10th. Requested documents have been submitted for this discovery phase of the appeal along with a statement drafted by the Ourdes' attorney. The attorneys for the township have reviewed what was submitted by Ourdes. The township would now like Ourdes to justify how

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Ourdes differs from Canterbury on the Lake. Canterbury lost their appeal with the Tax Tribunal and is now subject to property tax on all of their facilities except the skilled nursing. Mr. Acho explained the six factors of Wexford which are used to justify exempt status. Ourdes meets these six factors. The articles of incorporation also state that Ourdes is a charitable organization that will provide care.

SKILLED NURSING AND HEALTHCARE IN 2024

Dr. Fadi Salloum, rounding physician for Ourdes Rehabilitation and Healthcare Center and Medical Director for Clausen Manor spoke to the Board regarding the changes in healthcare. Dr. Salloum is an internal medicine physician and hospitalist. He has worked with LRHC for the past 25 years.

Dr. Salloum noted that fewer patients seen in the ED are admitted to the hospital. Most patients sit in observation status until they are discharged. The hospitals make more money on tests that are run in observation status than they do if the patient is admitted. Not being admitted also decreases the number of patients eligible for inpatient rehab. There must be a 3-day hospital stay prior to rehab.

Patients with traditional Medicare are fewer. 80% of patients today are covered by Medicare Advantage plans. These plans are monitored by NaviHealth which decides whether the patient needs inpatient rehab. They approve very few patients for admission into skilled nursing/rehab facilities. NaviHealth dictates the length of stay of residents who do get admitted to a rehab facility. Patients who qualified for rehab 5 years ago will most likely be sent home today.

SNFs that offer a specialty service are more in demand than SNFs that only offer rehab. Most knee and hip replacement patients return home right after surgery, skipping the SNF altogether. Select Specialty in the Cleveland market partnered with Cleveland Clinic. As a partner, the Cleveland Clinic now has an interest in sending patients to their rehabs. One option is to relieve a hospital bed by taking a patient who needs to continue on IV antibiotics for several more days. That means the SNF must have nurses who can start IVs, a lab that can return lab tests STAT, and a rounding physician daily. Specialty units for acuities that will not be denied by insurance companies are the way of the future. Some of these specialties might include high-flow oxygen, traumatic brain injuries, strokes, burns and wounds. A neuro-transitional unit for traumatic brain injuries is in high demand. For this unit, a head-injury specialist is needed to round with a multi-disciplinary team that includes a speech therapist, physical therapist, and a dietician, and staff needs to be trained in TBI. This specialty unit can be copied for what brain injury rehab hospitals offer. Ourdes can offer the Catholic charism that other SNFs cannot offer. Ourdes has an excellent reputation for care. Market the Catholic services to the Chaldean community with a chef who specializes in ethnic foods and a staff person who speaks Arabic.

DEPARTMENT SPOTLIGHT – PASTORAL CARE

Sr. Teresita Lipar, OP, spoke to the Board members about the department she supervises, Pastoral Care. She began by explaining that charism is a special gift given to the church by the holy spirit. Throughout the centuries many charisms have blessed the church. Some are emphasized through the saints. St. Francis of Assisi expressed simplicity and poverty. St. Benedict recognized the importance of manual work. Mother Catherine McCauley began the hospitals and included the poor in their care. St. Dominic greatly inspires the Dominican Sisters and Ourdes Senior Community. St. Dominic offered the charism of studying and pursuing truth. St. Dominic loved the scriptures. He memorized the gospel of St. Matthew in his mind and heart, which became his way of life. Dominican Sisters throughout the world spread the truth in the way that it needs to be spread in the current day.

Three people work in the Pastoral Care Department – Sr. Teresita Lipar, OP, serves as Director, Deacon Paul Latcha, and Chaplain Mary Boyhtari. Each has a background in scripture. They meet weekly to share their gifts and the mission of Ourdes. A list of spiritual services that are available to the residents is included in the packet.

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33 volunteers work within the department to offer communion and resident visits at each of the buildings. The Pastoral Department also orchestrates funerals for families and residents.

BOARD RETREAT – APRIL 23, 2024

Plans for the agenda of the Board retreat were discussed. The architect that is chosen by the Independent Living Expansion Committee will be asked to present conceptual drawings and designs to the Board members. The Dominican Sisters of Peace will have two members of their founded ministries department visit to present the Dominican Charism Initiative and how it can be used in the Ourdes mission every day. The initiative could be incorporated into the new Board member and new employee orientations. Challenges in senior living and the strategies to address the challenges will be discussed at the retreat.

MANAGEMENT REPORTS

Plant Operations – Jason Mize: Report stands as submitted. The generator at Mendelson Home quit working during a power outage. The voltage regulator was blown out and parts were ordered to fix it. The front entrance doors at Mendelson are being replaced. Replacement parts for the current doors are no longer available. Renovations on the apartments of each building continue. Fox Manor has completed 30 apartment renovations with 24 remaining. Mendelson has completed 31 apartment renovations with 29 remaining. Clausen Manor has renovated 16 rooms with 4 remaining.

Human Resources – Rebecca Latta: The survey that was offered to LRHC employees through a State of Michigan grant will be extended to include all of the other LSC facilities. The Michigan Department of Licensing and Regulatory Affairs has agreed that CNAs may be trained as medication aides, thus giving them the authority to pass medications. Their CNA certification must be kept current. These medication aides will not be allowed to pass as-needed medications or narcotics. More information is expected in March. The training will be outsourced by the State.

Ourdes Rehabilitation and Healthcare Center – Maureen McGee: Report stands as written. The rating for health inspections dropped from a 4 star to a 3 star. The 5 star report in Maureen's report was questioned. The hours of nursing care varied in the report. Maureen stated that this is based on the PBJ report. She is not certain how accurate it is considering the way that the report is calculated. She does know that LRHC calculates it correctly. Facilities have been audited on this due to their numbers being suspect.

Finance and Information Technology – David Krolkowski: Preliminary updated financials have been released for 2023. On a consolidated operating level, LSC had a gain of \$993K up from the 2022 loss of -\$1.3M. A past-year adjustment was received on the 2021 and 2022 cost reports of \$438K which relates to the Medicaid rate. The reimbursement rate for Medicaid is driven by the cost reports submitted by LSC showing what the costs are to operate LRHC. During COVID, CMS issued a flat 2.5% increase on the 2019 rate. In 2023, the adjustment was made to the true costs to operate. New accounting standards produced a favorable adjustment of \$143K in bad debt. Net assets reduced from restrictions resulted in a \$344K favorable adjustment.

Marketing/Communications/Development – Wendy Mosella: LSC has signed up to receive the Catholic Funding Guide which allows access to a major source of grants available. A small pet visitation area will be added in the courtyard off the front lobby. A family member has taken the lead in setting this up. An estate planning seminar will be held at LRHC on March 14 at 6:00 p.m.

Clausen Manor – Colleen Burke: The mix of the number of men and women at Clausen Manor presents challenges. This presents staffing challenges. The campus social worker and psych services are helping to educate

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the resident assistants and families. The number of staff members on afternoons has been increased due to the sundowner's behaviors.

Fox Manor – Robin McClintock: Report stands as written. Two admissions are scheduled for the spring.

Mendelson Assisted Living – Robin McClintock: Mendelson has one vacancy that is spoken for. Two residents are on hospice under Trinity Hospice.

Compliance – Robin McClintock: The ethics guide was included in the Board packet. The acknowledgment was included for the staff and Board members to sign annually.

DRAFT

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EXECUTIVE SESSION

DOMINICAN SISTERS OF PEACE

Sr. Janice Bachman, OP, is working with Mr. Acho to develop a strategy to integrate the Dominican charism into the mission of Ourdes. The founded ministries will be holding their Ministry Leaders Conference at the end of February. Mr. Acho is attending with Mr. Noone. On March 18, the DSoP Corporate Members will meet with Mr. Acho and Mr. Condit to present the annual report.

REPORT OF THE CHAIR

Nothing additional to report at this time.

REPORT OF THE CHIEF EXECUTIVE OFFICER

Mr. Acho is working with the Archdiocese of Detroit's communication department to help spread the Ourdes name within the AOD advertising options. Two commercials are currently running on WDIV along with their two streaming channels, MeTV and Cozi. Thus far, three people have toured the facilities after seeing the commercials. As Dr. Salloum suggested, Mr. Acho has been exploring specialty programs for LRHC to possibly become involved with. One such program is a Hospital to Home program through Henry Ford. This program would utilize Mendelson Home or Fox Manor as the "home" part of this program. Mr. Acho has been in conversation with Dr. Salloum about opening a COPD unit within LRHC. Approximately 30-40% of residents who are admitted to LRHC have COPD as part of their diagnosis.

LRHC has signed a risk share agreement with Trinity Health Oakland Hospital for admissions to LRHC that are pending insurance approval. Should a THOH patient be admitted to LRHC with a pending authorization that does not get final approval, THOH will help to relocate the patient to another facility and split the cost of care while at LRHC. Certain payors are not included in this program due to a low rate of approvals. This was trialed for six months with THOH, modified, and now set going forward.

Sponsorships, mergers, and acquisition opportunities are continually explored. Mr. Acho receives a list from Ziegler on current potential opportunities. One notification was for a local organization that is looking to sell. The organization is under severe financial strain with no cash and \$30M in bond debt. The organization is in the local area. The opportunity did not make sense to LSC and there will be no movement forward. This would have meant an additional campus for LSC had they proceeded. A piece of land in Waterford with plans to develop an independent living apartment building was discussed at last year's retreat. It was clarified that the Ziegler notification was an unsolicited acquisition.

For the retreat, the strategic work of last year will be summarized. Areas of strategic growth opportunities and the development of an itemized list can be helpful for the future. The data on independent living to SNF ratio numbers will be included. The addition of a second campus acquisition will be added to the list of future opportunities to discuss at the retreat.

COMMITTEE REPORTS

Quality Resident Care Committee – Linda Gifford: The Legionella policy is included in the consent agenda for approval. This policy is compliant with the HHS guidelines.

Audit and Compliance Committee – Barbara Mendelson: The Committee has not met since the last Board meeting. The next meeting is set for April 19. The audit will begin on March 1.

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Finance Committee – John Noone: The Committee met on January 31. The adjustments resulted in a positive year-end.

Human Resources Committee – Steve Kastner: The Committee met on January 25. The employee satisfaction survey was discussed. 61 of 65 employees answered that they do see themselves working for LSC in one year. A high number of employees responded that they would recommend LRHC to family and friends. Satisfaction goals will be set for the organization going forward. Succession planning continues to be looked at on a position-to-position basis. The Assistant Director of Nursing will be stepping into the Director of Nursing position in 1-2 years when the current DON retires.

Governance and Nominating Committee – Brian Condit: Progress has been made in Board member Committee assignments. The Committee is planning the retreat in April. The Dominican Charism Initiative will be addressed as part of the educational portion of the retreat.

Philanthropy Committee – Brian Condit: The Philanthropy Committee met in December. A strategic long-term plan with benefactors and tactical events is needed.

Continuing Support Fund Committee – Rich Acho: The Committee met in December. Five residents were approved to receive support in 2024 totaling \$230K. This is in addition to the \$1,000 charitable mark set in the charter. \$4.7M is in the Continuing Support Fund. In 2023, \$306K was spent on assistance to residents. The next Committee meeting will be in December 2024.

CONSENT AGENDA

- Meeting minutes of November 14, 2023
- Legionella Policy
- CEO Performance Metrics
- Testimonials
- Educational Article

MOTION: SR. BARBARA RUND, OP, MADE A MOTION TO APPROVE THE CONSENT AGENDA AS PRESENTED. DR. HENRIETTA JURAS SECONDED. ALL IN FAVOR. MOTION CARRIED.

ADJOURNMENT

The meeting adjourned at 4:00 p.m.

Brian Condit, Board Chair

Debi Batchelder, Recorder

Lourdes Senior Community Boards Retreat

Tuesday, April 23, 2024, 11:00 a.m., LRHC Chapel

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BOARD MEMBERS PRESENT

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Peggy Holden
Henrietta Juras, MD
Msgr. Michael LeFevre
Joseph Manuszak
Sister Peggy Martin, OP
John Noone, Secretary/Treasurer
Barbara Mendelson, Vice President (via Zoom)
Paul Propson
Sister Barbara Rund, OP

STAFF PRESENT

Colleen Burke, Director, Clausen Manor
David Krolkowski, Director, Finance
Rebecca Latta, Director, Human Resources
Robin McClintock, CTRS, CASP, Director, Fox Manor and Mendelson Home
Maureen McGee, Administrator, Lourdes Rehabilitation and Healthcare Center
Jason Mize, Director, Plant Operations
Wendy Mosella, Director, Development and Marketing

GUESTS

Mark Butler, Dominican Sisters of Peace
Claire Crane, Dominican Sisters of Peace
Rob Long, Plante Moran
Jordan London, Edmond London & Associates
Laura Hester, Consultant

WELCOME

The meeting was called together at 11:00 a.m. by Mr. Brian Condit. A full quorum was present.

OPENING PRAYER

The Board members read the prayer.

REVIEW OBJECTIVES AND AGENDA

Mr. Condit reviewed the agenda and the objectives of the day.

DOMINICAN CHARISM INITIATIVE

Sr. Janice Bachman, OP, introduced Mark Butler and Claire Crane who run the Founded Ministries office for the Dominican Sisters of Peace. Mr. Butler and Ms. Crane oversee the implementation of the Dominican charism within the founded ministries. Those ministries include involvement in education, including two colleges and four pre-K to 12 institutions. The ministries are engaged in housing, spiritual life, healthcare, ecology, and community centers. The Founded Ministries office provides an annual meeting for ministry leaders and Board representatives from each of the Founded Ministries. Mr. Acho and Mr. Noone represented Lourdes at this year's meeting in February.

The Founded Ministries office has been involved in the Dominican Charism Initiative project for the past seven years. This was a collaborative effort from Dominican congregations worldwide to create an online learning platform to be used by women religious and associates. The training consists of eight modules and although well done, they are not conducive to a Board setting. Ms. Crane has since gone through the modules and created resources that can be used at a Board meeting or a retreat with limited time commitment.

Ms. Crane played the song from the Dominican Sisters of Peace's 200th anniversary celebration and shared a prayer based on the song. The term charism simply means spiritual gift. The Dominican Charism Initiative details the sharing of each other's spiritual gifts in order to serve. The Dominican Sisters of Peace as a congregation have a commitment to be peace, to build peace, and to preach peace. The Dominican Sisters of Peace take the vow of itinerancy which means being willing to go where they are needed to preach peace.

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Ms. Crane reminded the members of the Board to be mindful of the Lourdes mission and to use it as a guide while exploring the possibilities for the future. She closed her time with a prayer.

SUMMARIZE STRATEGIC IMPERATIVES

Mr. Condit refreshed the members about the strategic imperatives identified at the Board Retreat in April 2022. The packet included a description of the strategic imperatives. Mr. Acho provided an update on each imperative. The workforce was explored to ensure that the best talent was captured and retained. A workforce assessment and strategy have been put on hold as the workforce at Lourdes Senior Community has stabilized. The HR Committee has revamped the sign-on bonus structure and explored alternative ways to hire. Staff engagement activities have been expanded with a March Madness contest, treat days, and monthly contests. We Care Connect provides employee engagement surveys through LeadingAge MI which is paid for by grant. Employees are offered surveys twice a year and receive \$100 each time they complete a survey.

Two insurance payors' contracts have been negotiated to increase per-diem rates. Levels of acuity and bed counts are continually monitored. 20 beds at LRHC are being delicensed effective April 30, 2024, bringing the licensed bed count to 80. The CEO, DON and Administrator continue to nurture the relationship with Trinity Health Oakland, LRHC's biggest referral hospital. A meeting was held with a local assisted living facility that does not offer skilled or rehab care. The facility was encouraged to refer their patients to Lourdes when skilled care was needed with the agreement that they would return to their assisted living. Doctors from Henry Ford were met with to discuss a potential hospital-at-home program. The Quality Resident Care Committee evaluated the home health care partners.

The Lourdes Senior Community expanded its marketing outreach through two TV commercials. The Senior Living magazine continues to be distributed to new prospects. Postcards about the campus were mailed. Facebook marketing posts are continual. A new marketing company updated the LSC website. Advertisements are being circulated through the Detroit Catholic and the AOD Newsletter, a publication of the Archdiocese of Detroit.

Campus events are increasingly communicated through Constant Contact emails. Monday morning Mass service is open to everyone. Estate planning seminars are being held in the evenings by a local attorney to attract more people to the campus.

The Finance Committee prepared a five-year proforma, discovering that change was needed to avoid over a \$1M loss each year. Realignment has turned things around with profits being shown monthly. A plant-needs inventory was performed. Fox Manor is 34 years old and improvements are continually made. \$6M has been designated for miscellaneous plant needs over the next 10 years. Technology upgrades are also in the plans. Quarterly meetings are held with the IT company to discuss future IT needs and resources required to stay in compliance. LSC continues to be engaged with the Ziegler Linkage Fund to learn about new technology opportunities as it related to senior living.

INDUSTRY TRENDS AND ALIGNMENT

Mr. Rob Long, a partner at Plante Moran in the management consulting healthcare group, spoke about where Lourdes Senior Community is financially and what is being seen in the senior living environment. The market study that was completed by Plante Moran two years ago indicated that additional independent living offerings are needed in Waterford.

Mr. Long explained that at the end of 2023, LSC had \$34M in cash and investments. Cash on hand for LSC is over 760 days. This is unusual for the low number of independent living apartments we have on campus. Assisted living and nursing typically have less margin than independent living. The debt service coverage ratio measures

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cash that is generated from operations. LSC is generating \$4.10 for every \$1 that is being spent on principal and interest in 2023. The average age of the LSC facilities has dropped with the completion of LRHC. Lourdes Senior Community's operating ratio is significantly less than the benchmark. In summary, Lourdes has a significant amount of liquidity relative to current operations, the balance sheet is significant, and current operations are both self-sustaining and additive to current financial capacity.

The Senior Living Market will see tremendous growth in the next 25 years. Occupancy at LSC has remained higher than the market average. Occupancy and operating income are above budget thus far into 2024. The number of skilled nursing facility residents had dropped 31% from 2015 to 2022. The PACE programs are changing the dynamics for some who would end up in an SNF without the assistance of PACE.

CMS is implementing nursing-to-patient requirements that could result in fines for the facility if the ratio is unmet. LRHC currently does not have 24-hour RN coverage but 24-hour LPN coverage. 24-hour RN coverage is part of the new requirements. The facility assessment is due in three months with the final program becoming enforceable in May 2026.

The average gap between Medicaid revenue and expenses is approximately \$66 per bed per day. Managed Care pays \$123 less per day than traditional Medicare. More than 50% of Medicare-eligible Michigan residents have Medicare Advantage plans. Lourdes does a good job of managing the different payors.

Mr. Long reviewed the topics the members will discuss in their breakout sessions when deciding pros and cons. One of those topics is I-SNPs, which stands for Institutionalized Special Needs Programs. LRHC is considering a partnership with Curana Health which offers an I-SNP. This is a Medicare Advantage plan that is specifically for residents who are already in a SNF.

BREAKOUT GROUPS TO DISCUSS PROS AND CONS

The Board Members and Leadership Team broke for lunch and then into smaller groups to discuss the pros and cons of Expansion, Mergers & Acquisitions, Revenue Streams, Community Programs, and Specialty Programs.

LARGE GROUP DISCUSSION/RECAP OF PROS AND CONS

Sr. Janice Bachman, OP, reported for the group that discussed Specialty Programs. The four programs that the group discussed were dialysis, behavioral health, traumatic brain injury, and a ventilator program. Dialysis would be costly and require a nephrologist to be on staff. It was decided that housing behavioral health residents with other skilled nursing residents could be risky and challenging during surveys. Traumatic brain injury residents would require LRHC to become licensed for acute care beds. Residents on ventilators require a high level of infection control and specially trained staff. A cancer respite program and hospital-at-home program could complement the hospice's services. These programs could provide service diversity, bring more residents to the campus, and provide additional revenue to LSC. The cons could include the costs and duplication of services already provided.

Ms. Colleen Burke reported on the Expansion, Mergers, and Acquisitions topics. The group felt that LSC should proceed cautiously when considering mergers or acquisitions. Expansion can stress the mission. The pros can include spreading the healing ministry of Lourdes, which goes hand-in-hand with the con of spreading the mission too thin. The group agreed that this should not be a priority for Lourdes right now.

Mrs. Erin Asdell reported for the group that discussed Community Programs. They considered the PACE program. The goal of PACE is to keep individuals out of SNFs, thus making the program counterintuitive to what LRHC provides for the community. Partnering with a home healthcare agency could be a positive move for LSC,

Lourdes Senior Community Boards Retreat

Tuesday, April 23, 2024, 11:00 a.m., LRHC Chapel

Note: Includes Board of Directors for Lourdes, Inc., Fox Manor, Clausen Manor (Lourdes Alzheimer's Special Care Center), Joseph T. Mendelson Assisted Living Home (Lourdes Assisted Living), Dominican Health Care and Lourdes Campus Fund

primarily for our independent-living residents. Home care can allow a couple to stay in their independent living unit when only one person needs care. Partnering with a home healthcare provider is something that LSC is seriously exploring.

Mr. Brian Condit shared the group's findings on Revenue Streams. The group first discussed things that have previously been mentioned and could benefit from further exploration. Home healthcare services and adult day care were also discussed by this group. Housing options for families coming to Lourdes to visit a loved one are a possibility as a source of revenue and ease for families. The group agreed that programs like the I-SNPs should be a priority to understand and develop a comprehensive list of pros and cons. Optionality and flexibility are becoming more important in today's environment. The group discussed the strategy for managing the mix of traditional Medicare and Medicare Advantage plans.

INDEPENDENT LIVING EXPANSION

Mr. John Noone recounted the market study findings from the 2023 retreat confirming the potential need for additional independent living for Waterford Township. A sub-committee was formed to explore the next steps of an independent living expansion at Lourdes. The members of this sub-committee are Joe Mendelson, Joe DeLave, Laura Hester, Rich Acho, Jason Mize, Robin McClintock, and himself. The major priority of the committee was to select an architectural firm. The firm chosen is Edmund London and Associates (ELA). Jordan London is the president of ELA, specializing in healthcare and senior living facilities. Laura Hester is a member of the Lourdes Finance Committee and has worked for over ten years with Lourdes while employed at Plante Moran. Mr. Noone introduced Mr. London to the Board.

Mr. London presented conceptual designs for the cottages and the independent living apartment building. The apartment building will be three stories on 3.9 acres directly on Scott Lake. The building will contain 61 apartments. The floor plans of the building and individual apartments were shown. The first floor will hold most of the common spaces, including the dining room, bistro/pub, wellness center, game room, arts and crafts room, and movie theater. The third floor will have a large chapel overlooking the lake. All of the apartments have patios or balconies, with the majority of the apartments having lake views. The goal is to open this apartment building in 2026.

The conceptual drawings for the cottages were displayed. The St. Jude home on the designated property will be demolished. There will be eight units, two stand-alone units and three duplexes. Each unit will have a one-car garage. The garage walls will connect the duplexes. Each unit will have two bedrooms and two bathrooms, a kitchen with a center island, a large living room, and a laundry room. A civil engineer and landscape architect will evaluate the property next. At that point, the plans can be taken to the township for approval. Financials are not required to present the plans to the township. The project plan will meet all the zoning requirements before submitting to the township. The earliest estimated completion date for the cottages is October 2025. Residents of the cottages will be able to utilize the amenities of Fox Manor and the new apartment building.

CLOSING

Mr. Paul Propson was wished a happy birthday by all. Mr. Condit spoke about the retirement of Colleen Burke. He acknowledged Ms. Burke's representation of the Dominican charism for her entire career and the impact she has had on residents, family members, staff, and Board Members. On behalf of the Board, a tree will be planted at Clausen Manor in honor of Ms. Burke. Cori Sharrard is returning from retirement as the Director of Clausen Manor.

The members were invited to the open house for Angela Hospice on May 2nd. The golf outing is on Thursday, June 20th. The Lourdes Legacy Event is Thursday, August 22nd in the Healing Garden.

Lourdes Senior Community Boards Retreat

Tuesday, April 23, 2024, 11:00 a.m., LRHC Chapel

Note: Includes Board of Directors for Lourdes, Inc., Fox Manor, Clausen Manor (Lourdes Alzheimer's Special Care Center), Joseph T. Mendelson Assisted Living Home (Lourdes Assisted Living), Dominican Health Care and Lourdes Campus Fund

Tours of the Angela Hospice wing and the Healing Garden were held.

ADJOURNMENT

The meeting adjourned at 3:30 p.m.

Brian Condit, Board Chair

Debi Batchelder, Recorder

DRAFT

Dominican Sisters of Peace – Founded Ministry 2024 Annual Report

To be completed by the Ministry Leader. Please attach additional sheets as needed.

Lourdes Senior Community



Mission: Lourdes Senior Community, inspired by the gospel of Jesus and sponsored by the Dominican Sisters of Peace, provides a broad continuum of care for older adults and their families. All who minister at Lourdes honor the uniqueness of each person with compassion, love, respect, and dignity.

1. What has the ministry achieved in the last year that you are most proud of? What strengths and resources made these achievements possible?
 - A. Positive turnaround in financials – We were fortunate to be able to negotiate several of our key contracts, which has enabled us to achieve financial savings across the campus. These include our therapy program, billing services, and health insurance for team members. In addition, the Medicaid program has adjusted the per diem rates from 2021 and 2022 during COVID. These adjustments were finally paid in 2023 and has led to a significant increase in revenue for the year.
 - B. We continue to serve approximately 700 older adults across our continuum on an annual basis. This is attributed to the dedication of our hard-working 220 team members across the continuum. In addition to our strong emphasis on marketing of the organization. We released our first ever commercial in 2024 after it was created and filmed in 2023.
 - C. We built a beautiful new Healing Garden for our residents and team members to enjoy. This is an outdoor space with a water fountain, full of trees, plants, and flowers. This was made possible through philanthropic efforts. This will serve as a space for people to pray, meditate and an outdoor space to enjoy. It was dedicated to grandparents and grandchildren created artwork for tiles that will be displaced in the healing garden.
 - D. We have teamed up with Angela Hospice. They will take over a vacant wing in our Lourdes Nursing Facility. They will create an inpatient hospice space and spread their services into the Oakland County community. They currently have their footprint in Wayne County. We plan to open the space to serve residents in the community on April 1st. We are excited about this collaboration as it allows us to serve more residents and offer a new level of acuity to the community. Angela Hospice is an organization sponsored by the Felician Sisters who align well with our Dominican Sisters.
 - E. We are proud to be contracted agency free in 2023. This is a big win given the current situation of the industry and staffing levels across our region and severe shortages amongst caregivers. We are hopeful we can remain this way as long as our staffing levels remain consistent.
 - F. We are proud of our occupancy increase year over year. We attribute this to the resources invested in renovating our rooms in addition to marketing efforts and offering discounts due to the funding needs of residents. We have found, now more than ever, potential residents do

not have the funds to afford living in a senior living community, specifically the Assisted Living and Memory Care. We continue to spread our mission by helping others where possible.

2. What areas of the ministry could most use improvement or assistance? What changes could help you better accomplish the ministry's mission?
 - A. We continue to put more effort into our marketing and development departments. We have been faced with increased competition in the markets we serve. This increase in competition has made us realize that potential residents are after that “shiny penny” when looking at their future home. While we continue to invest in our buildings, there are aspects of the building design that are not as appealing to residents since some of the buildings were built 30 + years ago. And the resident wants have also changed since some of our buildings were first built. A simple example, washers and dryers were not offered in our independent living building when it was first built 30 + years ago. Now, we are hearing residents want their own washer and dryers and not communal ones.
 - B. The development department has been revamped. We have hired a new Director for this department. While we are hopeful that she will bring some fresh ideas, we also have realized that gift-giving in general is down over the last several years. This is a trend that others are seeing as well. We have seen decreases of about 20% in gift giving. Except, 2023 gift giving was better than 2022.
 - C. The Property Tax issue we are dealing with at the Tax Tribunal level continues to present challenges to us. And depending on the how the case goes, this will have serious implications to our operations.
 - D. Right-sizing of our services is what we are focused on. This requires much time and research to ensure we are able to align ourselves with the needs of the older adult industry.
 - E. We are focused on increasing our branding. We are working with the Archdiocese to help spread the Lourdes name among the parishioners and community the diocese serves. We are hoping to solidify a stronger relationship with the AOD to help with this initiative.
 - F. Staffing continues to be a challenge in the industry. Unfortunately, we have had to make changes in order to operationally improve ourselves, but some of the changes impacted our staff. If we had additional funding or grants, we could use it to better offer team members more benefits. In addition, we have intentionally worked with an organization in Chicago to recruit international RN's. This will enable us to have a contract with these nurses so that there is a commitment between the two parties.
3. What opportunities could the ministry act upon in the coming year(s) to expand impact and improve sustainability?
 - A. Our strategic initiatives are focused on us collaborating or partnering with like-minded organizations to further our reach and help us grow. Doing so, enables us to improve our financial position and leads to sustainability for the future. Economies of scale is what we

are looking to achieve by creating partnerships. Which can be used on management oversight or bulk purchases.

- B. We completed a market feasibility study, and it showed the need for more independent living apartments in our market area. That is why our strategic plan focuses on these services and growing this offering to the community. The great part about expanding our independent living is that it requires minimal staff. Due to the current staffing crisis affecting every industry, we must consider this. This project would require additional funding and right now it can be difficult to get a hold of capital as banks have tightened their readiness to lend.
- C. Investing in technology to enhance the lives of our residents and team members. Technology continues to evolve in our landscape. It is not necessarily a supplement to team members, but rather something to enhance what they do and make their lives easier. That is why we have teamed up with the Ziegler Linkage Fund to learn more about the technological advancements for senior living that can favorably impact our residents and team members. We have now engaged with two different technology companies after attending an online seminar about them.

4. What obstacles has your ministry encountered this year? What challenges are you concerned about in the year(s) ahead?

The obstacles we encountered in 2023 will remain as continued challenges into the foreseeable future.

- A. Staffing
- B. Reimbursement pressures by governmental agencies and payor sources
- C. Occupancy challenges driven by Managed Care Plans & family preferences
- D. Increased competition in our geographic market
- E. Increased operational and capital costs
- F. Retaining staff – we realize the average team member now changes jobs 7-9 times in their lifetime, while in the past it was 2-3
- G. COVID-19 and other viruses
- H. Government funding ending for various initiatives started during COVID
- I. Lack of technology throughout the campus

5. Summary of how the recommendations from the last Annual Report were addressed:

- A. **Continue your efforts to develop a multi-year strategic action plan** – We have a five-year strategic plan we are moving forward with. It was verbalized in 2023 and being drafted in 2024. The main focus remains on our partnerships and collaborations in addition to future construction to add more independent living units.
- B. **Continue your succession planning relative to current administrative and staff leaders who may be retiring in the coming years.** We continue to look at key positions across


the campus. The HR committee develops and reviews these plans on an annual basis. Due to our size, most of the positions require us to look outside of our organization to fill a key role which gets vacated. We have developed plans to replace a key member who is retiring in May 2024.

- C. **Seek opportunities to incorporate the Dominican Charism Initiative in board orientation and formation materials throughout the new corporate structure.** During orientation, we familiarize our new board members with our sponsoring organization. We explain why we pray before each meeting and continue to pray ahead of key events. In addition to discussing the Lourdes mission statement which aligns with the Dominican Charism. We have plans to add an introduction presentation to the Dominican Charism at our board meeting in April as a way to familiarize the current board members with this concept. I have been working with Sister Janice Bachman, Mark Butler, and Claire Crane to develop a plan to incorporate the charism initiative with our board and team members into the future. With my transition to CEO in October 2022, we “tabled” the charism initiative as I had to focus on operations and strategy for the organization.

6. Please attach the following supplemental information:

- A ministry organizational chart with personnel names, positions, and status (full or part-time);
- The latest financial report including a comparison with the budget;
- On the included chart template, provide data demonstrating the success of this ministry over the past 3 years, including ways the Dominican charism is integrated in the ministry;
- Identification of any capital improvements or deferred maintenance expenses anticipated.

Name of Ministry Leader: Richard Aho

Signature:  Date Submitted: 2/1/2024



Lourdes Senior Community

On the included chart template, please provide information/numbers demonstrating the success of this ministry over the past 3 years, including ways the Dominican charism is integrated in the ministry (e.g. guests, activities, enrollment, volunteers, programs, etc.).

Program/Activity/Event	2021	2022	2023
Pastoral Care Program funding has increased via donations. This has allowed us to add more pastoral care hours to the campus and continue to spread the Dominican Charism through our pastoral care department.	Used \$10,000 this year	Used another \$10,000 this year	Used another \$10,000 this year
Opening of our new Lourdes Rehab / LTC wings – 27 private/ semi-private in 2021 and 23 private rooms in 2022.	Completed 1 st phase	Completed 2nd phase	
Improving census across the campus for Mendelson and Fox by looking at utilizing referral companies, increasing brand recognition, and offering various discounts for individuals to be able to afford to come to Lourdes.	Mendelson 78% Fox 81%	Mendelson 89% Fox 89%	Mendelson 87.4% Fox 93.2%
Community outreach programs were grown to reach the community to ensure we give back to them for supporting us.	Held almost 25 community events	Held almost 50 community events	Held almost 50 community events
Continue to use our resources to fund individuals who cannot afford to be part of the campus. Annual spending of the fund continues to ensure residents are cared for in the community.	\$168,000	\$139,000	\$306,497
Signed a sublease agreement with Angela Hospice to occupy open space in our Lourdes Rehab Center which will allow us to offer a new acuity, Inpatient Hospice Center.			3-year term, annually \$300K in additional revenue
Created a draft strategic plan which will be used to guide us through the next 3-5 years			2024 – Begin 2027 - Completion

<p>Our campus Priest, Father Lang, has increased the amount of time he assists our campus with masses, events, spiritual and religious teachings, blessings, etc.</p>			<p>Late 2023 he started giving us more hours of service</p>
<p>Financial results for 2023 are the strongest we have had in forever. This is attributed to a Medicaid rate adjustment from 2021 and 2022, new contracts signed with vendors, staff realignment with census, utilizing our net assets to renovate the buildings, in addition to stronger operational oversight.</p>	<p>An operational loss of (\$736,702)</p>	<p>An operational loss of (\$1,308,785)</p>	<p>An operational income of approx. \$993,000</p>

Dominican Sisters of Peace – Founded Ministry 2024 Annual Report

To be completed by the Board Chair

Lourdes Senior Community



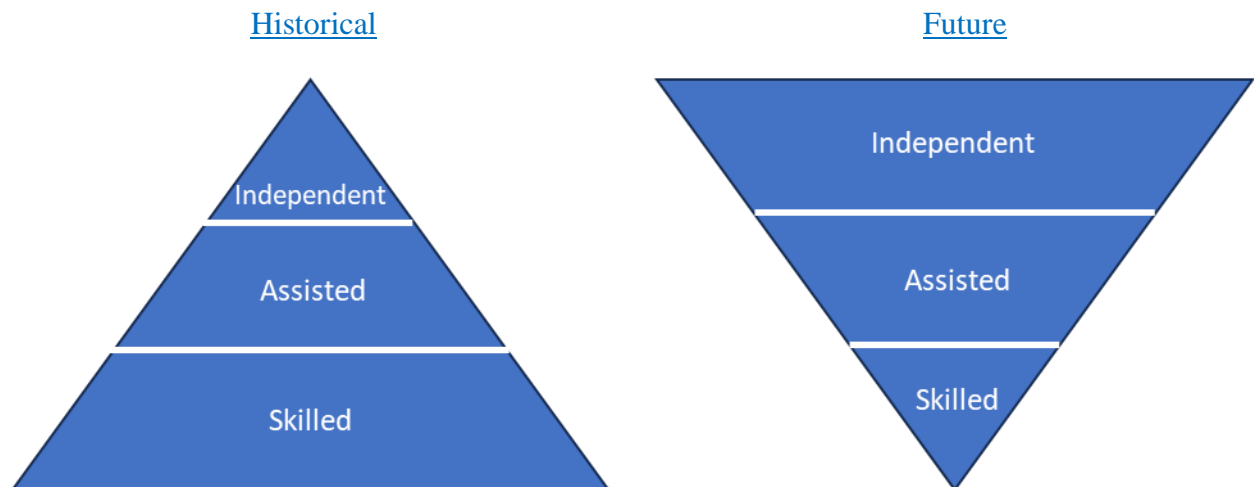
Mission: Lourdes Senior Community, inspired by the gospel of Jesus and sponsored by the Dominican Sisters of Peace, provides a broad continuum of care for seniors and their families. All who minister at Lourdes honor the uniqueness of each person with compassion, love, respect, and dignity.

1. What are the major concerns or emerging needs confronting the Board as you continue to implement your strategic plan?

Similar to previous years, an ongoing challenge for Lourdes and other similar organizations is maximizing the number of residents in each part of the continuum. Prospective independent living residents and their families seek amenities that are challenging to provide in Fox Manor. For example: in-room laundry, multiple bedrooms/bathrooms, outdoor balconies, etc. Within skilled nursing and rehab, there are ongoing industry pressures that limit the length of stay, leading to more frequent and shorter admissions.

Staffing is an ongoing challenge, although one that has moderated since the peak of the pandemic.

The strategic plan currently being implemented seeks to mitigate these challenges. At the heart of the strategy is the need to “invert the pyramid” of Lourdes’ resident mix as illustrated conceptually below:



The pyramid on the left represents the reality of Lourdes evolution from skilled nursing into up-stream parts of the continuum over time. The pyramid on the right reflects a more desirable future-state model where a larger number of independent units serves as a natural feeder to the rest of campus.

Two important steps of the strategy were initiated in 2023:

- The Board agreed to downsize the skilled nursing facility by taking skilled nursing beds offline and lease that space to Angela Hospice. The agreement with Angela Hospice was signed in 2023 and they will begin operating “Angela Hospice at Lourdes” in the spring of 2024.
- The Board agreed to proceed with due-diligence on a plan to build ranch-style villas and additional independent living units on the campus. That due-diligence and planning is well underway.

2. Please share with us the current succession plan (steps to take during an expected or unexpected leadership transition) to ensure the continuity and success of the ministry.

Succession planning is a regular topic for the Human Resources Committee. Based on Lourdes’ small size, it is expected that most hires into the leadership team will be from outside the organization. The current version of the succession plan is pasted below:

<u>Lourdes Senior Community Senior Leader Succession Plan</u>	
Chief Executive Officer	
Rich Acho	
Hire Date: 09-18-2017	
Hired in as CEO October 2022	
Would recommend hiring from outside	
Director of Finance	
David Krolikowski	
Hire Date: 12-17-2019	
Move to Director of Finance October 2022 no plans on leaving	
Would recommend hiring from outside	
Nursing Home Administrator	
Maureen McGee	
Hire Date: 11-01-2018	
Plans on semi retirement 1-2 years	
Would recommend hiring from outside	
Director of Plant Operations	
Jason Mize	
Hire Date: 12-16-2020	
Loves it here plans on staying	
Would recommend hiring from outside	
Director of Human Resources	
Rebecca Latta	
Hire Date: 11-15-2005	
Plans to retire in 2026	
Would recommend hiring from outside	
Director of Assisted Living/Independent Living	
Robin McClintock	
Hire Date: 07-05-2007	
Plans on staying	
May have some internal candidates within her building	
Director of Memory Care	
Colleen Burke	
Hire Date: 09-15-1997	
Transition from Development role January 2023, 1-2 years	
Would recommend hiring from outside	
Director of Development	
Wendy Mosella	
Hire Date: 01-09-2023	
No plans on leaving	
Would recommend hiring from outside	

3. Do you have any specific recommendations you would like to make or questions you would like to pose to the Leadership Team?

I do not. I would like to express my sincere gratitude – on behalf of the entire Board – for the generosity of the Dominican Sisters of Peace related to the convent and the associated “triangle” of land. Your sponsorship and stewardship for Lourdes mission is a great blessing.

4. What was the conclusion of the latest performance review of the ministry Executive Director?

At the end of 2023, we conducted the first performance review for Rich Acho in his new role as Lourdes’ President and CEO. The review went very well and Rich received high praise from the Board for his tremendous efforts in his first year.

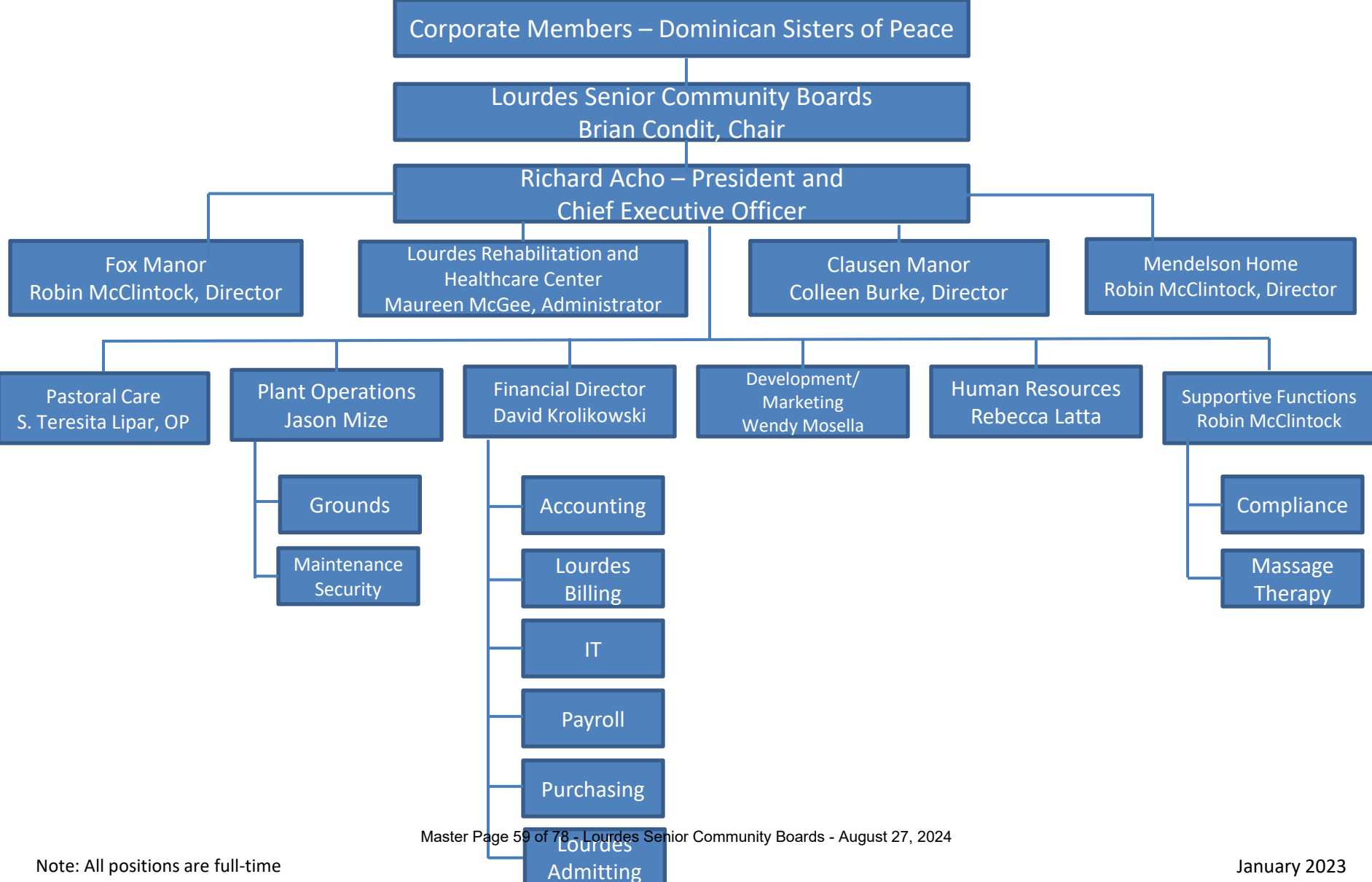
In addition to all of the progress Rich made on strategic items, the Board also noted the outstanding effort Rich made in walking the halls to build relationships with residents, family and staff.

The board is very appreciative of Rich’s efforts to make the hard decisions, while also investing significant time on the softer items, which help make Lourdes the unique place that it is.

Name of Ministry Board Chair: Brian J. Condit

Signature: Brian J. Condit Date Submitted: 1/22/2024

Lourdes Senior Community Organizational Chart



Following are our preliminary financials for year end 2023. Audited financial statements will be sent after the financial audit in April 2024.

LOURDES SENIOR COMMUNITY
CONSOLIDATED STATEMENT OF OPERATIONS
FOR THE PERIOD ENDING DECEMBER 31, 2023

DECEMBER 2023				YEAR TO DATE				SAME PERIOD PRIOR YTD
Actual	Budget	Variance		Actual	Budget	Variance	Actual	
OPERATING REVENUE								
1,893,834	1,509,238	384,596	1) Net Resident Revenue	17,404,779	18,110,267	(705,488)	16,228,923	
343,994	23,867	320,127	2) Net Assets Released for Operations	343,994	286,399	57,595	252,535	
-	-	-	3) Gain on Sale /Disposal	-	-	-	10,000	
10,737	4,306	6,431	4) Other Revenue	73,003	51,716	21,287	53,474	
2,248,565	1,537,411	711,154	5) TOTAL OPERATING REVENUE	17,821,776	18,448,382	(626,606)	16,544,932	
OPERATING EXPENSES								
613,846	727,935	114,089	6) Salaries	8,094,483	8,571,443	476,960	8,442,064	
110,036	146,727	36,691	7) Benefits	1,257,492	1,728,004	470,512	1,544,606	
113,983	146,101	32,118	8) Purchased Services	1,328,630	1,720,093	391,463	1,490,576	
19,749	76,868	57,119	9) Professional Services & Consult Fees	808,382	982,122	173,740	1,240,151	
82,833	49,032	(33,801)	10) Supplies	558,322	577,300	18,978	649,975	
14,193	15,149	956	11) Insurance	169,678	178,362	8,684	167,158	
(137,780)	10,027	147,807	12) Bad Debt	(66,999)	118,094	185,093	100,660	
80,205	51,682	(28,523)	13) Food	646,336	608,460	(37,876)	586,172	
55,890	53,878	(2,012)	14) Bed Tax	597,384	634,370	36,986	555,426	
50,404	23,964	(26,440)	15) Repairs and Maintenance	402,947	282,026	(120,921)	311,671	
(8,171)	24,412	32,583	16) Other Operating Expense	331,107	287,472	(43,635)	213,945	
56,128	58,804	2,676	17) Utilities	643,571	662,836	19,265	643,711	
33,688	35,648	1,960	18) Interest & Amortization	417,104	419,722	2,618	363,075	
137,235	142,516	5,281	19) Depreciation	1,639,649	1,678,007	38,358	1,544,527	
1,222,239	1,562,743	340,504	20) TOTAL OPERATING EXPENSES	16,828,086	18,448,311	1,620,225	17,853,717	
1,026,326	(25,332)	1,051,658	21) Income (Loss) From Operations-Before Non-Oper. Income	993,690	71	993,619	(1,308,785)	
45.64%	-1.65%		22) Operating Margin	5.58%	0.00%		-7.91%	
NON-OPERATING INCOME								
-	-	-	Continuing Support	-	-	-	-	
120,041	35,956	84,085	23) Interest and Dividends	787,967	426,979	360,988	522,493	
138,007	-	138,007	24) Gain (Loss) on Sale of Investments	378,367	-	378,367	928,333	
663,041	-	663,041	25) Unrealized Investment Gain (Loss)	1,272,700	-	1,272,700	(2,939,744)	
(9,360)	-	(9,360)	26) Loss on Disposal/Sale of Assets	(9,360)	-	(9,360)	(13,751)	
911,729	35,956	875,773	27) TOTAL INVESTMENT INCOME	2,429,674	426,979	2,002,695	(1,502,669)	
1,938,055	10,624	1,927,431	28) Income (Loss) from Operations	3,423,364	427,050	2,996,314	(2,811,454)	
OTHER CHANGES IN NET ASSETS								
46,681	36,927	9,754	29) Contributions	114,797	443,135	(328,338)	75,976	
(23,785)	(20,926)	(2,859)	30) Development Expense	(250,264)	(248,733)	(1,531)	(918,721)	
-	-	-	31) Capital Campaign Expense	-	-	-	-	
-	-	-	33) Net Assets Released for Capital	-	-	-	-	
22,896	16,001	6,895	34) TOTAL OTHER CHANGES IN NET ASSETS	(135,467)	194,402	(329,869)	(842,745)	
1,960,951	26,625	1,934,326	35) Net Income	3,287,897	621,452	2,666,445	(3,654,199)	
TEMPORARILY RESTRICTED NET ASSETS								
17,203	(19,021)	36,224	36) Restricted Contributions	282,142	(228,233)	510,375	3,682,790	
-	-	-	37) Net Real/Unreal Gain (Loss) on Invest	-	-	-	-	
-	-	-	38) Net Assets Released from Restriction DS	-	-	-	-	
-	-	-	39) Restricted Investment Income	-	-	-	-	
-	-	-	40) Net Assets Released	-	-	-	-	
17,203	(19,021)	36,224	40) TOTAL TEMPORARILY RESTRICTED NET ASSETS	282,142	(228,233)	510,375	3,682,790	
1,978,154	7,604	1,970,550	42) Net Assets 2023	3,570,039	393,219	3,176,820	28,591	

LOURDES REHABILITATION AND HEALTHCARE CENTER
STATEMENT OF OPERATIONS
FOR THE PERIOD ENDING DECEMBER 31, 2023

DECEMBER 2023				YEAR TO DATE				SAME PERIOD PRIOR YTD
Actual	Budget	Variance		Actual	Budget	Variance	Actual	
OPERATING REVENUE								
1,365,832	959,150	406,682	1)	10,801,263	11,509,118	(707,855)	10,085,877	
-	-	-	2)	-	-	-	-	
-	-	-	3)	-	-	-	10,000	
9,858	3,060	6,798	4)	41,514	36,720	4,794	36,224	
1,375,690	962,210	413,480	5)	10,842,777	11,545,838	(703,061)	10,132,101	
OPERATING EXPENSES								
356,333	428,573	72,240	6)	4,683,344	5,046,083	362,739	4,950,557	
59,422	77,633	18,211	7)	677,628	914,064	236,436	858,755	
104,853	134,968	30,115	8)	1,220,408	1,589,144	368,736	1,383,552	
10,740	64,179	53,439	9)	646,028	832,580	186,552	1,098,960	
68,020	33,927	(34,093)	10)	392,925	399,473	6,548	478,540	
6,674	7,025	351	11)	82,012	82,712	700	80,902	
(137,780)	9,775	147,555	12)	(66,999)	115,094	182,093	100,660	
42,954	19,436	(23,518)	13)	244,444	228,843	(15,601)	219,157	
55,890	53,878	(2,012)	14)	597,384	634,370	36,986	555,426	
16,164	8,003	(8,161)	15)	123,006	94,233	(28,773)	129,074	
7,731	10,417	2,686	16)	165,284	122,640	(42,644)	73,185	
30,209	30,351	142	17)	351,610	353,270	1,660	353,058	
33,688	35,648	1,960	19)	417,104	419,722	2,618	363,075	
88,627	91,981	3,354	20)	1,067,727	1,083,002	15,275	991,889	
743,525	1,005,794	262,269	21)	10,601,905	11,915,230	1,313,325	11,636,790	
632,165	(43,584)	675,749	22)	240,872	(369,392)	610,264	(1,504,689)	
45.95%	-4.53%		23)	2.22%	-3.20%		-14.85%	
NON-OPERATING INCOME								
-	-	-	24)	-	-	-	-	
45,224	2,658	42,566	25)	159,523	31,294	128,229	42,915	
10,081	-	10,081	26)	27,636	-	27,636	65,858	
(203,672)	-	(203,672)	27)	(158,424)	-	(158,424)	1,003,598	
-	-	-		-	-	-	(9,715)	
(148,367)	2,658	(151,025)	28)	28,735	31,294	(2,559)	1,102,656	
483,798	(40,926)	524,724	29)	269,607	(338,098)	607,705	(402,033)	
OTHER CHANGES IN NET ASSETS								
-	-	-	30)	918	-	918	6,124	
(4,206)	(4,225)	19	31)	(102,047)	(49,750)	(52,297)	(730,122)	
-	-	-	32)	-	-	-	-	
-	-	-	34)	-	-	-	-	
(4,206)	(4,225)	19	35)	(101,129)	(49,750)	(51,379)	(723,998)	
479,592	(45,151)	524,743	36)	168,478	(387,848)	556,326	(1,126,031)	
TEMPORARILY RESTRICTED NET ASSETS								
-	-	-	37)	259,404	-	259,404	2,422,463	
-	-	-	38)	-	-	-	-	
-	-	-	39)	-	-	-	-	
-	-	-	40)	-	-	-	-	
-	-	-	41)	-	-	-	-	
-	-	-	42)	259,404	-	259,404	2,422,463	
479,592	(45,151)	524,743	43)	427,882	(387,848)	815,730	1,296,432	

MENDELSON
STATEMENT OF OPERATIONS
FOR THE PERIOD ENDING DECEMBER 31, 2023

DECEMBER 2023						YEAR TO DATE			SAME PERIOD PRIOR YTD
Actual	Budget	Variance				Actual	Budget	Variance	Actual
OPERATING REVENUE									
436,462	319,835	116,627	1)	Net Resident Revenue		3,778,160	3,838,031	(59,871)	3,549,676
-	-	-	2)	Net Assets Released for Operations		-	-	-	-
-	-	-	3)	Gain on Sale /Disposal		-	-	-	-
(657)	62	(719)	4)	Other Revenue		13,922	788	13,134	2,261
435,805	319,897	115,908	5)	TOTAL OPERATING REVENUE		3,792,082	3,838,819	(46,737)	3,551,937
OPERATING EXPENSES									
160,660	175,036	14,376	6)	Salaries		1,995,866	2,060,873	65,007	2,174,915
27,638	39,999	12,361	7)	Benefits		310,720	471,049	160,329	382,901
4,403	5,967	1,564	8)	Purchased Services		54,209	70,174	15,965	55,474
4,766	4,111	(655)	9)	Professional Services & Consult Fees		77,819	48,435	(29,384)	59,777
9,650	9,162	(488)	10)	Supplies		105,737	107,887	2,150	107,734
3,516	3,684	168	11)	Insurance		41,010	43,343	2,333	40,369
-	252	252	12)	Bad Debt		-	3,000	3,000	-
19,728	16,551	(3,177)	13)	Food		211,133	194,896	(16,237)	194,544
-	-	-	14)	Bed Tax		-	-	-	-
21,223	7,916	(13,307)	15)	Repairs and Maintenance		175,928	93,221	(82,707)	78,739
15,673	4,757	(10,916)	16)	Other Operating Expense		104,854	55,781	(49,073)	39,141
12,645	14,019	1,374	17)	Utilities		138,136	147,099	8,963	140,906
-	-	-	18)	Interest & Amortization		-	-	-	-
30,225	30,154	(71)	19)	Depreciation		352,607	355,005	2,398	332,781
310,127	311,608	1,481	20)	TOTAL OPERATING EXPENSES		3,568,019	3,650,763	82,744	3,607,281
125,678	8,289	117,389	21)	Income (Loss) From Operations-Before Non-Oper. Income		224,063	188,056	36,007	(55,344)
28.84%	2.59%		22)	Operating Margin		5.91%	4.90%		-1.56%
NON-OPERATING INCOME									
-	-	-	23)	Continuing Support		-	-	-	-
19,325	8,072	11,253	24)	Interest and Dividends		158,830	95,010	63,820	120,086
32,235	-	32,235	25)	Gain (Loss) on Sale of Investments		88,378	-	88,378	215,036
218,398	-	218,398	26)	Unrealized Investment Gain (Loss)		363,091	-	363,091	(978,462)
-	-	-	27)	Loss on Disposal/Sale of Assets		-	-	-	-
269,958	8,072	261,886	28)	TOTAL NON-OPERATING INCOME		610,299	95,010	515,289	(643,340)
395,636	16,361	379,275	29)	Income (Loss) from Operations		834,362	283,066	551,296	(698,684)
OTHER CHANGES IN NET ASSETS									
-	-	-	30)	Contributions		87	-	87	-
(1,448)	(1,248)	(200)	31)	Development Expense		(10,970)	(14,727)	3,757	(13,954)
-	-	-	32)	Capital Campaign Expense		-	-	-	-
-	-	-	34)	Net Assets Released for Capital		-	-	-	-
(1,448)	(1,248)	(200)	35)	TOTAL OTHER CHANGES IN NET ASSETS		(10,883)	(14,727)	3,844	(13,954)
394,188	15,113	379,075	36)	Net Income		823,479	268,339	555,140	(712,638)
TEMPORARILY RESTRICTED NET ASSETS									
-	-	-	37)	Restricted Contributions		76,891	-	76,891	894,573
-	-	-	38)	Net Real/Unreal Gain (Loss) on Invest		-	-	-	-
-	-	-	39)	Net Assets Released from Restriction DS		-	-	-	-
-	-	-	40)	Restricted Investment Income		-	-	-	-
-	-	-	41)	Net Assets Released		-	-	-	-
-	-	-	42)	TOTAL TEMPORARILY RESTRICTED NET ASSETS		76,891	-	76,891	894,573
394,188	15,113	379,075	43)	Net Assets 2023		900,370	268,339	632,031	181,935

CLAUSEN
STATEMENT OF OPERATIONS
FOR THE PERIOD ENDING DECEMBER 31, 2023

DECEMBER 2023						YEAR TO DATE			SAME PERIOD PRIOR YTD
Actual	Budget	Variance				Actual	Budget	Variance	Actual
OPERATING REVENUE									
160,521	125,635	34,886	1)	Net Resident Revenue		1,459,328	1,507,697	(48,369)	1,351,265
-	-	-	2)	Net Assets Released for Operations		-	-	-	-
-	-	-	3)	Gain on Sale /Disposal		-	-	-	-
-	-	-	4)	Other Revenue		134	-	134	244
160,521	125,635	34,886	5)	TOTAL OPERATING REVENUE		1,459,462	1,507,697	(48,235)	1,351,509
OPERATING EXPENSES									
56,861	76,708	19,847	6)	Salaries		879,798	903,169	23,371	805,687
14,131	17,164	3,033	7)	Benefits		161,457	202,025	40,568	178,627
2,403	2,695	292	8)	Purchased Services		26,720	31,638	4,918	22,529
2,057	3,764	1,707	9)	Professional Services & Consult Fees		39,075	44,348	5,273	36,892
855	2,915	2,060	10)	Supplies		27,751	34,293	6,542	28,251
1,269	1,413	144	11)	Insurance		14,807	16,668	1,861	14,577
-	-	-	12)	Bad Debt		-	-	-	-
6,576	5,585	(991)	13)	Food		70,776	65,683	(5,093)	64,977
-	-	-	14)	Bed Tax		-	-	-	-
5,908	3,450	(2,458)	15)	Repairs and Maintenance		31,340	40,464	9,124	37,966
3,485	1,850	(1,635)	16)	Other Operating Expense		26,599	21,869	(4,730)	16,506
4,363	5,259	896	17)	Utilities		49,140	55,110	5,970	47,603
-	-	-	19)	Interest & Amortization		-	-	-	-
4,381	5,518	1,137	21)	Depreciation		51,651	64,998	13,347	75,965
102,289	126,321	24,032	22)	TOTAL OPERATING EXPENSES		1,379,114	1,480,265	101,151	1,329,580
58,232	(686)	58,918	22)	Income (Loss) From Operations-Before Non-Oper. Income		80,348	27,432	52,916	21,929
36.28%	-0.55%		23)	Operating Margin		5.51%	1.82%		1.62%
NON-OPERATING INCOME									
-	-	-	24)	Continuing Support		-	-	-	-
17,372	6,788	10,584	25)	Interest and Dividends		146,866	79,944	66,922	109,166
29,922	-	29,922	26)	Gain (Loss) on Sale of Investments		82,037	-	82,037	195,480
202,726	-	202,726	27)	Unrealized Investment Gain (Loss)		337,035	-	337,035	(889,481)
(2,182)	-	(2,182)	28)	Loss on Disposal/Sale of Assets		(2,182)	-	(2,182)	-
247,838	6,788	241,050	28)	TOTAL NON-OPERATING INCOME		563,756	79,944	483,812	(584,835)
306,070	6,102	299,968	29)	Income (Loss) from Operations		644,104	107,376	536,728	(562,906)
OTHER CHANGES IN NET ASSETS									
-	-	-	30)	Contributions		81	-	81	-
(1,233)	(4,062)	2,829	31)	Development Expense		(9,343)	(47,772)	38,429	(23,178)
-	-	-	32)	Capital Campaign Expense		-	-	-	-
-	-	-	34)	Net Assets Released for Capital		-	-	-	-
(1,233)	(4,062)	2,829	35)	TOTAL OTHER CHANGES IN NET ASSETS		(9,262)	(47,772)	38,510	(23,178)
304,837	2,040	302,797	36)	Net Income		634,842	59,604	575,238	(586,084)
TEMPORARILY RESTRICTED NET ASSETS									
-	-	-	37)	Restricted Contributions		21,723	-	21,723	286,764
-	-	-	38)	Net Real/Unreal Gain (Loss) on Invest		-	-	-	-
-	-	-	39)	Net Assets Released from Restriction DS		-	-	-	-
-	-	-	40)	Restricted Investment Income		-	-	-	-
-	-	-	41)	Net Assets Released		-	-	-	-
-	-	-	42)	TOTAL TEMPORARILY RESTRICTED NET ASSETS		21,723	-	21,723	286,764
304,837	2,040	302,797	43)	Net Assets 2023		656,565	59,604	596,961	(299,320)

**FOX MANOR
STATEMENT OF OPERATIONS
FOR THE PERIOD ENDING DECEMBER 31, 2023**

DECEMBER 2023			YEAR TO DATE			SAME PERIOD PRIOR YTD	
Actual	Budget	Variance		Actual	Budget	Variance	Actual
OPERATING REVENUE							
165,279	128,485	36,794	1)	1,672,525	1,541,820	130,705	1,381,354
-	-	-	2)	-	-	-	-
-	-	-	3)	-	-	-	-
1,536	1,184	352	4)	17,433	14,208	3,225	14,745
166,815	129,669	37,146	5)	1,689,958	1,556,028	133,930	1,396,099
OPERATING EXPENSES							
38,122	44,846	6,724	6)	508,324	528,020	19,696	479,680
7,712	10,353	2,641	7)	92,592	121,892	29,300	108,495
2,271	2,398	127	8)	26,664	28,237	1,573	28,422
2,089	4,375	2,286	9)	43,705	51,518	7,813	43,010
4,308	3,028	(1,280)	10)	31,909	35,647	3,738	35,450
2,734	3,027	293	11)	31,849	35,639	3,790	31,310
-	-	-	12)	-	-	-	-
10,947	10,110	(837)	13)	119,983	119,038	(945)	107,494
-	-	-	14)	-	-	-	-
7,109	4,595	(2,514)	15)	72,673	54,108	(18,565)	65,892
(35,248)	6,502	41,750	16)	25,611	76,563	50,952	73,912
8,911	9,175	264	17)	104,685	107,357	2,672	102,144
-	-	-	19)	-	-	-	-
14,002	14,863	861	21)	167,664	175,002	7,338	143,892
62,957	113,272	50,315	22)	1,225,659	1,333,021	107,362	1,219,701
103,858	16,397	87,461	22)	464,299	223,007	241,292	176,398
62.26%	12.65%		23)	27.47%	14.33%		12.64%
NON-OPERATING INCOME							
-	-	-	24)	-	-	-	-
5,498	2,182	3,316	25)	44,905	25,693	19,212	33,831
9,106	-	9,106	26)	24,965	-	24,965	60,582
61,694	-	61,694	27)	102,566	-	102,566	(275,660)
(7,178)	-	(7,178)	28)	(7,178)	-	(7,178)	(4,036)
69,120	2,182	66,938	28)	165,258	25,693	139,565	(185,283)
172,978	18,579	154,399	29)	629,557	248,700	380,857	(8,885)
OTHER CHANGES IN NET ASSETS							
-	-	-	30)	25	-	25	-
(1,230)	(1,065)	(165)	31)	(9,252)	(12,536)	3,284	(11,883)
-	-	-	32)	-	-	-	-
-	-	-	34)	-	-	-	-
(1,230)	(1,065)	(165)	34)	(9,227)	(12,536)	3,309	(11,883)
171,748	17,514	154,234	36)	620,330	236,164	384,166	(20,768)
TEMPORARILY RESTRICTED NET ASSETS							
-	-	-	37)	12,813	-	12,813	146,566
-	-	-	38)	-	-	-	-
-	-	-	39)	-	-	-	-
-	-	-	40)	-	-	-	-
-	-	-	41)	-	-	-	-
-	-	-	42)	12,813	-	12,813	146,566
171,748	17,514	154,234	43)	633,143	236,164	396,979	125,798

**CAMPUS FUND
STATEMENT OF OPERATIONS
FOR THE PERIOD ENDING DECEMBER 31, 2023**

DECEMBER 2023						YEAR TO DATE			SAME PERIOD PRIOR YTD
Actual	Budget	Variance			Actual	Budget	Variance	Actual	
OPERATING REVENUE									
(234,260)	(23,867)	(210,393)	1)	Net Resident Revenue	(306,497)	(286,399)	(20,098)	(139,249)	
343,994	23,867	320,127	2)	Net Assets Released for Operations	343,994	286,399	57,595	252,535	
-	-	-	3)	Gain on Sale /Disposal	-	-	-	-	
-	-	-	4)	Other Revenue	-	-	-	-	
109,734	-	109,734	5)	TOTAL OPERATING REVENUE	37,497	-	37,497	113,286	
OPERATING EXPENSES									
1,870	2,772	902	6)	Salaries	27,151	33,298	6,147	31,225	
1,133	1,578	445	7)	Benefits	15,095	18,974	3,879	15,828	
53	73	20	8)	Purchased Services	629	900	271	599	
97	439	342	9)	Professional Services & Consult Fees	1,755	5,241	3,486	1,512	
-	-	-	10)	Supplies	-	-	-	-	
-	-	-	11)	Insurance	-	-	-	-	
-	-	-	12)	Bad Debt	-	-	-	-	
-	-	-	13)	Food	-	-	-	-	
-	-	-	14)	Bed Tax	-	-	-	-	
-	-	-	15)	Repairs and Maintenance	-	-	-	-	
188	886	698	16)	Other Operating Expense	8,759	10,619	1,860	11,201	
-	-	-	17)	Utilities	-	-	-	-	
-	-	-	19)	Interest & Amortization	-	-	-	-	
-	-	-	21)	Depreciation	-	-	-	-	
3,341	5,748	2,407	22)	TOTAL OPERATING EXPENSES	53,389	69,032	15,643	60,365	
106,393	(5,748)	112,141	22)	Income (Loss) From Operations-Before Non-Oper. Income	(15,892)	(69,032)	53,140	52,921	
0.00%	0.00%		23)	Operating Margin	0.00%	0.00%		0.00%	
NON-OPERATING INCOME									
-	-	-	24)	Continuing Support	-	-	-	-	
32,622	16,256	16,366	25)	Interest and Dividends	277,843	195,038	82,805	216,495	
56,663	-	56,663	26)	Gain (Loss) on Sale of Investments	155,351	-	155,351	391,377	
383,895	-	383,895	27)	Unrealized Investment Gain (Loss)	628,432	-	628,432	(1,799,739)	
-	-	-	28)	Loss on Disposal/Sale of Assets	-	-	-	-	
473,180	16,256	456,924	28)	TOTAL NON-OPERATING INCOME	1,061,626	195,038	866,588	(1,191,867)	
579,573	10,508	569,065	29)	Income (Loss) from Operations	1,045,734	126,006	919,728	(1,138,946)	
OTHER CHANGES IN NET ASSETS									
46,681	36,927	9,754	30)	Contributions	113,686	443,135	(329,449)	69,852	
(15,668)	(10,326)	(5,342)	31)	Development Expense	(118,652)	(123,948)	5,296	(139,584)	
-	-	-	32)	Capital Campaign Expense	-	-	-	-	
-	-	-	34)	Net Assets Released for Capital	-	-	-	-	
31,013	26,601	4,412	35)	TOTAL OTHER CHANGES IN NET ASSETS	(4,966)	319,187	(324,153)	(69,732)	
610,586	37,109	573,477	36)	Net Income	1,040,768	445,193	595,575	(1,208,678)	
TEMPORARILY RESTRICTED NET ASSETS									
17,203	(19,021)	36,224	37)	Restricted Contributions	(88,689)	(228,233)	139,544	(67,576)	
-	-	-	38)	Net Real/Unreal Gain (Loss) on Invest	-	-	-	-	
-	-	-	39)	Net Assets Released from Restriction DS	-	-	-	-	
-	-	-	40)	Restricted Investment Income	-	-	-	-	
-	-	-	41)	Net Assets Released	-	-	-	-	
17,203	(19,021)	36,224	42)	TOTAL TEMPORARILY RESTRICTED NET ASSETS	(88,689)	(228,233)	139,544	(67,576)	
627,789	18,088	609,701	43)	Net Assets 2023	952,079	216,960	735,119	(1,276,254)	

LOURDES SENIOR COMMUNITY
CONSOLIDATED STATEMENT OF OPERATIONS
FOR THE TWELVE MONTHS ENDING DECEMBER 31, 2023

OPERATING REVENUE	LOURDES		MENDELSON		CLAUSEN		FOX		CAMPUS FUND		CONSOLIDATED	
	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET
Net Resident Revenue	10,801,263	11,509,118	3,778,160	3,838,031	1,459,328	1,507,697	1,672,525	1,541,820	(306,497)	(286,399)	17,404,779	18,110,267
Net Assets Released for Operations	-	-	-	-	-	-	-	-	343,994	286,399	343,994	286,399
Gain on Sale /Disposal	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	41,514	36,720	13,922	788	134	-	17,433	14,208	-	-	73,003	51,716
TOTAL OPERATING REVENUE	10,842,777	11,545,838	3,792,082	3,838,819	1,459,462	1,507,697	1,689,958	1,556,028	37,497	-	17,821,776	18,448,382
OPERATING EXPENSES												
Salaries	4,683,344	5,046,083	1,995,866	2,060,873	879,798	903,169	508,324	528,020	27,151	33,298	8,094,483	8,571,443
Benefits	677,628	914,064	310,720	471,049	161,457	202,025	92,592	121,892	15,095	18,974	1,257,492	1,728,004
Purchased Services	1,220,408	1,589,144	54,209	70,174	26,720	31,638	26,664	28,237	629	900	1,328,630	1,720,093
Professional Services & Consult Fees	646,028	832,580	77,819	48,435	39,075	44,348	43,705	51,518	1,755	5,241	808,382	982,122
Supplies	392,925	399,473	105,737	107,887	27,751	34,293	31,909	35,647	-	-	558,322	577,300
Insurance	82,012	82,712	41,010	43,343	14,807	16,668	31,849	35,639	-	-	169,678	178,362
Bad Debt	(66,999)	115,094	-	3,000	-	-	-	-	-	-	(66,999)	118,094
Food	244,444	228,843	211,133	194,896	70,776	65,683	119,983	119,038	-	-	646,336	608,460
Bed Tax	597,384	634,370	-	-	-	-	-	-	-	-	597,384	634,370
Repairs and Maintenance	123,006	94,233	175,928	93,221	31,340	40,464	72,673	54,108	-	-	402,947	282,026
Other Operating Expense	165,284	122,640	104,854	55,781	26,599	21,869	25,611	76,563	8,759	10,619	331,107	287,472
Utilities	351,610	353,270	138,136	147,099	49,140	55,110	104,685	107,357	-	-	643,571	662,836
Interest & Amortization	417,104	419,722	-	-	-	-	-	-	-	-	417,104	419,722
Depreciation	1,067,727	1,083,002	352,607	355,005	51,651	64,998	167,664	175,002	-	-	1,639,649	1,678,007
TOTAL OPERATING EXPENSES	10,601,905	11,915,230	3,568,019	3,650,763	1,379,114	1,480,265	1,225,659	1,333,021	53,389	69,032	16,828,086	18,448,311
Income (Loss) From Operations-Before Non-Oper. Income	240,872	(369,392)	224,063	188,056	80,348	27,432	464,299	223,007	(15,892)	(69,032)	993,690	71
Operating Margin	2.22%	-3.20%	5.91%	4.90%	5.51%	1.82%	27.47%	14.33%	0.00%	0.00%	5.58%	0.00%
NON-OPERATING INCOME												
Continuing Support	-	-	-	-	-	-	-	-	-	-	-	-
Interest and Dividends	159,523	31,294	158,830	95,010	146,866	79,944	44,905	25,693	277,843	195,038	787,967	426,979
Gain (Loss) on Sale of Investments	27,636	-	88,378	-	82,037	-	24,965	-	155,351	-	378,367	-
Unrealized Investment Gain (Loss)	(158,424)	-	363,091	-	337,035	-	102,566	-	628,432	-	1,272,700	-
Loss on Disposal/Sale of Assets	-	-	-	-	(2,182)	-	(7,178)	-	-	-	(9,360)	-
TOTAL NON-OPERATING INCOME	28,735	31,294	610,299	95,010	563,756	79,944	165,258	25,693	1,061,626	195,038	2,429,674	426,979
Income (Loss) from Operations	269,607	(338,098)	834,362	283,066	644,104	107,376	629,557	248,700	1,045,734	126,006	3,423,364	427,050
OTHER CHANGES IN NET ASSETS												
Contributions	918	-	87	-	81	-	25	-	113,686	443,135	114,797	443,135
Development Expense	(102,047)	(49,750)	(10,970)	(14,727)	(9,343)	(47,772)	(9,252)	(12,536)	(118,652)	(123,948)	(250,264)	(248,733)
Capital Campaign Expense	-	-	-	-	-	-	-	-	-	-	-	-
Prior Period Adjustment	-	-	-	-	-	-	-	-	-	-	-	-
Net Assets Released for Capital	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER CHANGES IN NET ASSETS	(101,129)	(49,750)	(10,883)	(14,727)	(9,262)	(47,772)	(9,227)	(12,536)	(4,966)	319,187	(135,467)	194,402
Net Income	168,478	(387,848)	823,479	268,339	634,842	59,604	620,330	236,164	1,040,768	445,193	3,287,897	621,452
TEMPORARILY RESTRICTED NET ASSETS												
Restricted Contributions	259,404	-	76,891	-	21,723	-	12,813	-	(88,689)	(228,233)	282,142	(228,233)
Net Real/Unreal Gain (Loss) on Invest	-	-	-	-	-	-	-	-	-	-	-	-
Net Assets Released from Restriction DS	-	-	-	-	-	-	-	-	-	-	-	-
Restricted Investment Income	-	-	-	-	-	-	-	-	-	-	-	-
Net Assets Released	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL TEMPORARILY RESTRICTED NET ASSETS	259,404	-	76,891	-	21,723	-	12,813	-	(88,689)	(228,233)	282,142	(228,233)
Net Assets 2023	427,882	(387,848)	900,370	268,339	656,565	59,604	633,143	236,164	952,079	216,960	3,570,039	393,219

LOURDES SENIOR COMMUNITY
CONSOLIDATED STATEMENT OF OPERATIONS
DECEMBER YTD 2023 AND 2022 COMPARISON

	LOURDES		MENDELSON		CLAUSEN		FOX		CAMPUS FUND		CONSOLIDATED	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
OPERATING REVENUE												
Net Resident Revenue	10,801,263	10,085,877	3,778,160	3,549,676	1,459,328	1,351,265	1,672,525	1,381,354	(306,497)	(139,249)	17,404,779	16,228,923
Net Assets Released for Operations	-	-	-	-	-	-	-	-	343,994	252,535	343,994	252,535
Gain on Sale /Disposal	-	10,000	-	-	-	-	-	-	-	-	-	10,000
Other Revenue	41,514	36,224	13,922	2,261	134	244	17,433	14,745	-	-	73,003	53,474
TOTAL OPERATING REVENUE	10,842,777	10,132,101	3,792,082	3,551,937	1,459,462	1,351,509	1,689,958	1,396,099	37,497	113,286	17,821,776	16,544,932
OPERATING EXPENSES												
Salaries	4,683,344	4,950,557	1,995,866	2,174,915	879,798	805,687	508,324	479,680	27,151	31,225	8,094,483	8,442,064
Benefits	677,628	858,755	310,720	382,901	161,457	178,627	92,592	108,495	15,095	15,828	1,257,492	1,544,606
Purchased Services	1,220,408	1,383,552	54,209	55,474	26,720	22,529	26,664	28,422	629	599	1,328,630	1,490,576
Professional Services & Consult Fees	646,028	1,098,960	77,819	59,777	39,075	36,892	43,705	43,010	1,755	1,512	808,382	1,240,151
Supplies	392,925	478,540	105,737	107,734	27,751	28,251	31,909	35,450	-	-	558,322	649,975
Insurance	82,012	80,902	41,010	40,369	14,807	14,577	31,849	31,310	-	-	169,678	167,158
Bad Debt	(66,999)	100,660	-	-	-	-	-	-	-	-	(66,999)	100,660
Food	244,444	219,157	211,133	194,544	70,776	64,977	119,983	107,494	-	-	646,336	586,172
Bed Tax	597,384	555,426	-	-	-	-	-	-	-	-	597,384	555,426
Repairs and Maintenance	123,006	129,074	175,928	78,739	31,340	37,966	72,673	65,892	-	-	402,947	311,671
Other Operating Expense	165,284	73,185	104,854	39,141	26,599	16,506	25,611	73,912	8,759	11,201	331,107	213,945
Utilities	351,610	353,058	138,136	140,906	49,140	47,603	104,685	102,144	-	-	643,571	643,711
Interest & Amortization	417,104	363,075	-	-	-	-	-	-	-	-	417,104	363,075
Depreciation	1,067,727	991,889	352,607	332,781	51,651	75,965	167,664	143,892	-	-	1,639,649	1,544,527
TOTAL OPERATING EXPENSES	10,601,905	11,636,790	3,568,019	3,607,281	1,379,114	1,329,580	1,225,659	1,219,701	53,389	60,365	16,828,086	17,853,717
Income (Loss) From Operations-Before Non-Oper. Income	240,872	(1,504,689)	224,063	(55,344)	80,348	21,929	464,299	176,398	(15,892)	52,921	993,690	(1,308,785)
Operating Margin	2.22%	-14.85%	5.91%	-1.56%	5.51%	1.62%	27.47%	12.64%	0.00%	0.00%	5.58%	-7.91%
NON-OPERATING INCOME												
Continuing Support	-	-	-	-	-	-	-	-	-	-	-	-
Interest and Dividends	159,523	42,915	158,830	120,086	146,866	109,166	44,905	33,831	277,843	216,495	787,967	522,493
Gain (Loss) on Sale of Investments	27,636	65,858	88,378	215,036	82,037	195,480	24,965	60,582	155,351	391,377	378,367	928,333
Unrealized Investment Gain (Loss)	(158,424)	1,003,598	363,091	(978,462)	337,035	(889,481)	102,566	(275,660)	628,432	(1,799,739)	1,272,700	(2,939,744)
Loss on Disposal/Sale of Assets	-	(9,715)	-	-	(2,182)	-	(7,178)	(4,036)	-	-	(9,360)	(13,751)
TOTAL NON-OPERATING INCOME	28,735	1,102,656	610,299	(643,340)	563,756	(584,835)	165,258	(185,283)	1,061,626	(1,191,867)	2,429,674	(1,502,669)
Income (Loss) from Operations	269,607	(402,033)	834,362	(698,684)	644,104	(562,906)	629,557	(8,885)	1,045,734	(1,138,946)	3,423,364	(2,811,454)
OTHER CHANGES IN NET ASSETS												
Contributions	918	6,124	87	-	81	-	25	-	113,686	69,852	114,797	75,976
Development Expense	(102,047)	(730,122)	(10,970)	(13,954)	(9,343)	(23,178)	(9,252)	(11,883)	(118,652)	(139,584)	(250,264)	(918,721)
Capital Campaign Expense	-	-	-	-	-	-	-	-	-	-	-	-
Prior Period Adjustment	-	-	-	-	-	-	-	-	-	-	-	-
Net Assets Released for Capital	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER CHANGES IN NET ASSETS	(101,129)	(723,998)	(10,883)	(13,954)	(9,262)	(23,178)	(9,227)	(11,883)	(4,966)	(69,732)	(135,467)	(842,745)
Net Income	168,478	(1,126,031)	823,479	(712,638)	634,842	(586,084)	620,330	(20,768)	1,040,768	(1,208,678)	3,287,897	(3,654,199)
TEMPORARILY RESTRICTED NET ASSETS												
Restricted Contributions	259,404	2,422,463	76,891	894,573	21,723	286,764	12,813	146,566	(88,689)	(67,576)	282,142	3,682,790
Net Real/Unreal Gain (Loss) on Invest	-	-	-	-	-	-	-	-	-	-	-	-
Net Assets Released from Restriction DS	-	-	-	-	-	-	-	-	-	-	-	-
Restricted Investment Income	-	-	-	-	-	-	-	-	-	-	-	-
Net Assets Released	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL TEMPORARILY RESTRICTED NET ASSETS	259,404	2,422,463	76,891	894,573	21,723	286,764	12,813	146,566	(88,689)	(67,576)	282,142	3,682,790
Net Assets 2023	427,882	1,296,432	900,370	181,935	656,565	(299,320)	633,143	125,798	952,079	(1,276,254)	3,570,039	28,591

**LOURDES SENIOR COMMUNITY
2024 CAPITAL BUDGET REQUESTS**

<u>CAMPUS-WIDE</u>	<u>2024 Final</u>	<u>CLAUSEN</u>	<u>2024 Final</u>
Tailgate Salt Spreader	\$ 6,000	Common area painting	\$ 40,000
Lawn mower	\$ 16,000	HVAC replacement Activities Room	\$ 17,000
Welder	\$ 1,000	Closets for rooms x5 \$5000 a piece	\$ 25,000
Power washer	\$ 2,000	HVAC replacement resident rooms x2	\$ 14,000
		Badge access x6 doors. Estimate only	\$ 16,000
		Common area Flooring	\$ 19,957
		Remove Kitchenette cabinets, paint and install doors for storage	\$ 3,500
		Room upgrade. Paint, lights, countertop, mirror x5 rooms	\$ 21,300
		Kitchen cabinet replacement and countertop	\$ 11,600
TOTAL	\$25,000		
<u>LRHC</u>		<u>FOX</u>	
Scotsman Cooled Undercounter Medium Cube Ice Machine	\$ 2,518		
Welch Allyn Spot Vital Signs	\$ 3,722		
Bed Mattress System	\$ 2,432		
Med-Aire Plus Bariatric APM	\$ 3,440		
TOTAL	\$ 12,112.42		
<u>MENDELSON</u>			
Paint Interior Hallways	\$ 15,000	Hallway Painting only	\$ 60,000
5 rooms remodeled/cabinets	\$ 30,000	Exterior door replacement x6 doors	\$ 14,200
5 Rooms flooring/Painting	\$ 20,000	Pergola for patio	\$ 7,000
Repave front foyer entrance	\$ 15,000	Room remodels x4	\$ 65,000
Large hallway Vacuum	\$ 3,000	Vinyl Flooring x4	\$ 11,000
Service Entrance Flooring	\$ 10,000	Vanity/Ranges, refrigerators	\$ 19,000
Service Entrance Paint	\$ 6,000	Sidewalk repair/curb repair	\$ 15,000
Cameras for the building	\$ 20,000	Exterior Painting. Carry over from last year	\$ 10,000
Conveyor Toaster	\$ 1,300	Robot Coupe	\$ 1,300
Beds (3)	\$ 2,550	4 Well Steam Table	\$ 7,000
Dressers (3)	\$ 1,200	Siding and Portico	\$ 80,000
Nurse Call Button	\$ 5,000		
TOTAL	\$ 129,050.00	TOTAL	\$ 1,009,500.00
2024 Budgeted Grand Total	\$ 1,344,019.38		
AVAILABLE SPEND FOR 2024	\$ 1,389,599.12		
CONTINGENCY	\$ 20,000.00		



2025 Lourdes Senior Community Boards Meetings

Date	Time	Location
Tuesday, February 11	1:30 p.m. – 4:30 p.m.	LRHC Chapel
Tuesday, April 22	10:30 a.m. – 4:30 p.m.	tbd - Retreat
Tuesday, August 26	1:30 p.m. – 4:30 p.m.	LRHC Chapel
Tuesday, November 18	1:30 p.m. – 4:30 p.m.	LRHC Chapel



**LOURDES REHABILITATION
&
HEALTHCARE CENTER**

DEPARTMENT: CLINICAL	POLICY: TESTING FOR COVID-19 AND FLU
APPROVED BY: QUALITY ASSURANCE AND PERFORMANCE IMPROVEMENT COMMITTEE	EFFECTIVE DATE: NOVEMBER 2023
APPROVED BY: QUALITY RESIDENT CARE COMMITTEE	EFFECTIVE DATE:

Policy:

It is the policy of Lourdes to test for both SARS-CoV-2 and Influenza when viruses are found to be co-circulating in the community.

Procedure:

1. Place symptomatic residents in Transmission-Based Precautions using all recommended PPE for care of a resident with suspected SARS-CoV-2 infection.
2. Test any resident with symptoms of COVID-19 or Influenza for both viruses.
3. Residents confirmed with either COVID-19 or Influenza shall be placed in a single room, if available.
4. Residents with symptoms of acute respiratory illness who are determined to have neither COVID-19 nor Influenza virus infection should be care using Standard Precautions and any addition Transmission-Based Precautions based on their suspected or confirmed diagnosis.
5. Prescribe antiviral treatment as soon as possible if Influenza testing is positive or prescribe empiric antiviral treatment based upon a clinical suspicion of influenza while test results are pending for symptomatic residents, based on physician order.
6. Properly manage residents with COVID-19 infection.
7. Initiate antiviral chemoprophylaxis to all exposed individuals of residents with confirmed Influenza. When at least 2 residents are ill within 72 hours of each other with laboratory confirmed Influenza, expand antiviral chemoprophylaxis to non-ill residents living on the same unit as the residents with Influenza, regardless of influenza vaccination status.
8. Encourage all residents and staff to stay up to date with all vaccinations.

February 24, 2024

Dear Mr. Acho,

My mom, Patricia Fogle, was a resident at Lourdes (Mendelson Home and also the rehab facility) from 2014 until her death in May of 2023. I live in Georgia - my brother and sister-in-law were the primary decision-makers for our mom - including making the final decision on where we'd have her live. Mendelson Home was a fabulous choice - one for which we will always be grateful.

I visited relatively frequently over the years. Because she had a very comfortable couch, I could sleep on, I often stayed with her. Therefore, I had a birds-eye-view of her life. I got a more complete picture of what it was like and how she was treated.

Thankfully, even with her dementia, she was still kind

21/ and also kept her great sense of humor. The staff seemed to love her; for that we are all so grateful.

I canceled a trip I had planned to visit her right as things shut down due to Covid. I am thankful that I didn't know then that it would be more than a year until I'd see her again (it didn't make sense to plan a trip when things were opening and closing frequently). Though it made me sad not to be able to see her, I am so thankful that I never had to worry about her care or wonder if she was being abused or neglected. What an incredible blessing that was!

I believe you came on in your current position near the end of my mom's life. Few of your decisions likely had much effect on her care, but you are the appropriate person to thank for the wonderful place my mom ~~was~~ lived out her final nine years. I am sure you will seek to carry on

and even improve the work done at Lourdes. I wanted you to know how grateful I am for the love and care my mom received. Mendelson was the perfect place for her.

May God bless you as you carry on this important mission of care!

Sincerely,

Delynn Dindoff



P.S. I also should say that any time we had a concern, it was dealt with well. There were a few occasions we found aides to be less than what was expected - those comments were always well-remembered. Also, Annie, always well-remembered!



at the front desk, is the best!



Dear Sr. Teresita,

I want to thank you so very much for the lovely angel statue, so sweet and comforting. I know Fr. Mike enjoyed your friendship for many years before he went to Clausen and your familiar face was a comfort to him when he went there. Thank you for your many visits and prayers for him. I am so very grateful and blessed to have been his sister! I am full of joy for him and myself, as he has reached the destiny he always hoped. Our glorious Lord Jesus! God bless, Cathy

Near Sister Texasita Gepar, O.P.
Sister Frances Makep

Thank you for your beautiful
letter of deepest sympathy.
Also the loving and caring
thoughts & prayers for our
Carl. He was a very special
brother and uncle and
will be greatly missed.

We know he is at Peace
now & in the arms of our
loving God.

He enjoyed his years at
Fox Manor and had many
friends there.

Thanks again for
everything.

God Bless &
Love from
the
Tenuta Family

Perhaps you sent a lovely card,
or sat quietly on a chair.

Perhaps you sent a funeral spray,
If so we saw it there.

Perhaps you spoke the kindest words,
that anyone could say.

Perhaps you were not there at all,
Just thought of us that day.

Whatever you did to console our hearts, We

Thank You
so much whatever the part.

*The Family of
Carl Robert Tenuta*

The Role of Board Members in Fundraising for Catholic Nonprofits

The wellbeing of a nonprofit organization depends on an engaged and well-run board of directors. This is especially true when it comes to fundraising. At the same time, the majority of board members typically lack training and experience with fundraising. What role should the board of directors play in fundraising, and how can you best equip them for success?



The Board of Directors' Role in Fundraising

As executive leaders in your organization, the board of directors generally participates in multiple aspects of fundraising, from solicitation to implementing donations. There are four primary fundraising responsibilities that board members are generally expected to uphold.

1. Financial Leadership Responsibilities

As the governing body of a nonprofit organization, the board of directors has significant responsibility. In cooperation with the organization's Executive Director or CEO, they should set the vision and mission of the organization. This vital first step will determine the direction of the organization. Development staff depend on this to understand the needs of the organization and build a [case for support](#).

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The board of directors also holds a fiduciary responsibility for the organization, meaning that they are responsible for overseeing the organization's financial wellbeing. This includes verifying that donated funds are used in accord with donor intent and in the best interests of the organization's mission. With that in mind, board members should be vigilant and recognize their accountability to donors, both legally and ethically.

2. A Culture of Giving

As leaders committed to the mission and vision of the organization, board members should be willing to contribute to furthering the vision with their own resources. While not all board members will be wealthy and become major donors, board members should fund the work of the organization, within their means.

If board members are truly dedicated to your cause and your organization, they should be willing to contribute financially to further your work. Many boards have a policy requiring board members to "give" or "get" financial gifts for the organization. When board members are involved in fundraising or friendraising of any kind, their outreach efforts are much more effective when they can share that they, too, are contributing financially to your mission.

When board members are involved in fundraising or friendraising of any kind, their outreach efforts are much more effective when they can share that they, too, are contributing financially to your mission.

There are several ways to improve board member giving rates. Keep these points in mind as you determine your course of action:

- What is the board of directors' overall engagement with your organization, and how can you create a meaningful experience for them? Board members

who are more fully engaged with your organization's mission will be more likely to see the need for their financial support.

- Development staff can run a board-focused giving campaign each year, asking each board member to consider their pledge or gift to the organization, and following up as needed.
- Consider implementing a change in bylaws to require board giving. The requirement can be precise or flexible to meet the needs of your organization. Some organizations only specify that board members should give at a level that is meaningful to them or that they would consider generous.

Fundraising within Their Network

Since board members are committed to your cause and have a responsibility to support your organization, part of their role is to reach out to those they know on your behalf. Some board members may be hesitant to ask others, especially personal connections, to give financially. Depending on their perspective, they may view this outreach negatively, as if they are asking them for a favor, begging, or inconveniencing them. For this reason, it is crucial that Board members understand what fundraising truly means.

Present giving as an [opportunity to participate in the Lord's work](#), and help your Board members to gain that understanding. You might invite them to consider why they believe so strongly in your organization's mission and why they are willing to give of their own time and resources so that your organization can succeed.

Once board members view fundraising through a new lens, you can provide opportunities for them to reach out to their network. Board members can invite their network to events, solicit event sponsorships from the companies where they work, and more.

Invite your board members to consider if anyone in their network may be interested in the work of your organization and capable of providing significant resources to further your mission. If so, ask if you could be introduced over lunch or coffee.

Fundraising in Other Ways

In one of our subscriber-exclusive webinars, Tara Doyon, Director of Operations and Senior Consultant with Petrus Development, shared another idea for how to engage Board members in the work of fundraising.

Cultivating and Thanking Donors as Part of Fundraising

Board members can also play a role in cultivating donor relationships. Thanking donors is critical to fundraising, and a personal “thank you” can go a long way. For example, board members can support development staff in calling major donors to thank them for their contributions, either throughout the year or during a designated “thank-a-thon.”

On occasion, it may be appropriate to have a board member [meet with donors](#) or other funders. Having a board member in attendance can be especially helpful when they have a personal connection to the donor or when you need to convey that your organization has full support of the board for a specific project.

Encouraging your board of directors to fully understand and embrace their role in fundraising will bring immediate and long-term results for your organization. Visit our [Knowledge Center](#) for more fundraising advice and insights to share with board members and your whole team.